

NSW Clubs in their Local Communities

A Case Study

Research conducted by UMR Research Pty Ltd



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Introduction

UMR Research has been engaged by Clubs NSW to provide a short update on the social and community contribution, and the challenges faced by a cross-section of NSW Registered Clubs. This appraisal is under-pinned by previous studies carried out by KPMG Consulting in early 2000 and Hawker Britton in July 2007. In addition to building on this research, UMR has investigated problem gambling initiatives the Clubs employ and other factors that have impacted Clubs in the last 12 months, notably the introduction of smoking bans and the global financial crisis.

Scope of work - 9 case studies

NSW Clubs in their Communities provides a qualitative insight into 9 Registered Clubs in NSW. Some of the Clubs have previously been studied, while others have been researched for the first time in this project. The 9 Clubs provide a representative cross-section of Registered Clubs in NSW.

Methodology

The social contribution process has been assessed in 2 parts. Background knowledge of the Clubs involved has been gained through the researching of annual reports and Club publications. Additionally, the 2000 KPMG Consulting report and the July 2007 Hawker Britton report have provided strong background and a basis for this research. Further detail and qualitative material has been gained through discussion with Club CEO's, senior officers and Club Directors. Local Councils have also assisted in the provision of demographic data.

UMR has attempted as much as possible to follow a consistent format in discussing the social and community contribution of the nominated Clubs. However, Registered Clubs differ very significantly in their programs and priorities, resulting in some variation in formats within the individual case studies.

Fieldwork

Interviews were conducted with Club representatives by UMR researchers over a 2 week period between the 3rd and 17th of February 2009.

The Clubs involved:

- Twin Towns Services Club
- Mingara Recreation Club
- Maroubra Seals Sports and Community Club
- Club Marconi
- Lightning Ridge Bowling Club
- Dubbo RSL
- Dooleys Catholic Club Lidcombe
- Campbelltown Catholic Club
- Richmond Club

Executive Summary

The 9 Clubs profiled in this report provide a representative sample of NSW Registered Clubs. Many aspects of these Clubs are vastly different. At first glance, the large multi-purpose Clubs such as Mingara or Twin Towns have little in common with the Maroubra Seals and even less with the Lightning Ridge Bowling Club. While their budgets and scales of operations do differ significantly, these Clubs all have similar aspirations for their roles in the communities, and all face similar challenges.

Representatives from each of the 9 Clubs profiled by UMR all shared striking similar ambitions for their vastly different Clubs. They see their Clubs as more than just another business. They see their roles in the community extending beyond pouring a beer, serving a meal or having a quick bet. Whether it is the Lightning Ridge Bowling Club's pride in providing a venue to NSWHealth so they can carry out health check-ups, Club Marconi's passionate involvement in local junior soccer teams in Western Sydney, or the Mingara Club's innovative book partnership with Dymocks which provides thousands of books to local children every year, it is clear that these Clubs view community engagement as central to everything they do.

These Clubs take their roles as community organisations very seriously, and many engage with government, other community organisations and individuals to influence positive change. This can be seen through Mingara's pioneering joint venture with their local council to build a community Olympic swimming pool, or Dooleys Catholic Club's ambitious environmental and recycling programs it promotes amongst members and staff.

Despite the diversity of these Clubs, they face similar challenges and obstacles. The introduction of NSW smoking bans in July 2007 resulted in a drop in revenue for all of the Clubs. While some have absorbed these losses with little pain, others have struggled.

For some members of the community gambling can change from a social activity and light entertainment to a problem that can cause pain and suffering to them, their family and friends.

All of the Clubs involved in this study take seriously their responsibility to help prevent patrons from developing gambling problems and to provide immediate support and assistance to those that have developed a problem. All of the Clubs are active members of either the BetSafe or ClubSAFE gambling prevention programs.

Both ClubSAFE and BetSafe aim to cultivate an environment which opens up avenues for people to come forward before they hit crisis point. The program allows staff to intervene when gambling moves from being a recreational pursuit to a harmful anti-social problem.

A combination of effective staff training and comprehensive policies and procedures together with a well-resourced counselling service and self exclusion program ensure that the highest level of support is available to those patrons who realise that their gambling is out of control.

In addition to several individual initiatives detailed in the Club case studies, all the Clubs place an emphasis on the close relationship between patrons and staff to prevent problem gambling before it begins. Staff or management who often know patrons personally are able to provide assistance that is often invaluable.

The majority of Clubs interviewed expressed sincere concerns about the rise of Internet gambling in NSW and Australia.

Many explained that online Internet sites are where problem gamblers will often bet to avoid the scrutiny and intervention of friends or staff at Registered Clubs or other venues. The contrast between Internet gambling and gambling in a registered venue is striking.

While registered venues are open for part of the day and evenings, Internet gambling is available 24 hours a day, 365 days a year. In Registered Clubs you can only gamble with money that you physically have, while Internet gambling allows problem gamblers to bet with credit cards, creating huge debts they may not be able to repay. Registered Clubs enforce responsible service of alcohol, while people gambling at home on the Internet can become intoxicated without any intervention. Perhaps most importantly, at Registered Clubs staff and management are trained to intervene and provide help for people who are developing a gambling problem. The Internet provides no such assistance, support or intervention.

It is worth noting that the overwhelming majority of Internet gambling sites are based outside of Australia. This means that all profits and taxes paid go outside of Australia. On the other hand, Registered Clubs pay taxes in NSW and Australia, and provide significant support to their local communities, as detailed below. This loss of government revenue was one reason why the US government banned them.

Summaries of Individual Clubs

Twin Towns Services Club

Twins Towns is situated within a rapidly growing area of the state and, amidst varied rigorous competition, continues to be a significant contributor to the development of tourism in the region. Its successful partnership with major private sector developers has helped contribute to the region's economic growth.

Currently however, in response to a significant and likely permanent fall in its revenue stream, the Club is being forced to cut back on a number of its services.

Mingara Recreation Club

Mingara remains and continues to grow as the biggest community based sporting and recreational facility on the Central Coast. Their unique philosophy sees them provide a large range of community development projects based on participation in various sporting and recreation activities. Importantly, this participation ranges from elite athletes to those who wish to participate for fitness, fun and companionship. Mingara's world class athletics facilities are used by nearly every school in the region, allowing many thousands of young people and their families to enjoy the benefits of the well managed facilities. In 2008, Mingara continued to expand, opening a new Gymnasium and wellness centre for residents of the Central Coast.

Maroubra Seals Sports and Community Club Ltd

The Maroubra Seals, located at Maroubra Beach, began as a support Club for the local surf lifesaving Clubs. 45 years later, the Club still provides significant levels of support to local surf lifesaving Clubs while also supporting the community, in particular elderly and less well off members of the community.

In addition to supporting local charities and community groups, the Seals provide hundreds of thousands of subsidised meals each year. They have recently opened a new gymnasium to provide inexpensive exercise facilities for local residents and plan to maintain their high levels of engagement with young people in the area.

Club Marconi

Club Marconi was established in the 1950s as a sporting Club for bocce, a southern Italian lawn bowls game, and for borella, its northern Italian counterpart. While the Club still hosts and teaches these games, its support for soccer, founding membership of the National Soccer League and role in producing 21 international players, has earned it an enviable reputation in the game.

The Club prides itself on serving as much coffee as beer, and provides support for the local community and its members who are largely Italian, Serbian, Croatian and Asian. The Club has a strong culture of family values and regularly hosts functions to encourage members and guests to bring their entire family along.

Lightning Ridge Bowling Club

Without this Club, the unique social and physical environment of Lightning Ridge would surely wither and lose much of its vibrancy.

In such a small community, the Bowling Club provides for the local community in many ways. Sponsoring almost every sporting team in town, providing free use of buses to community groups, venues for functions, events and even annual health check-ups, cash donations to vital regional services like the Flying Doctors, and fundraising support for any community group that asks.

With a membership of over half the town's population, the Lightning Ridge Bowling Club is located in the centre of town for a reason.

Dubbo RSL

Dubbo RSL, similar to Lightning Ridge, is essentially a community Club or 'social engine room' of the town and its immediate environs.

The RSL plays a significant role in a number of cultural, sporting, recreational and welfare related programs. In the last 8 years the Dubbo RSL has made a number of significant contributions to the physical infrastructure of Dubbo, including a 350 seat entertainment auditorium, indoor heated pool and a \$5 million dollar refurbishment and upgrade including additional disabled facilities.

Through its inner sports clubs and youth sports clubs, the RSL provides facilities, support and encouragement to thousands of Dubbo residents playing local sport.

Importantly, Dubbo RSL is expanding its focus into 'eco-friendly' projects and operating philosophies, in addition to retaining its strong support focus.

Dooleys Catholic Club Lidcombe

Dooleys Catholic Club is a paradigm example of how the Club industry can adapt to changing demands and challenges facing their respective communities. This is clearly demonstrated by Dooley's involvement with Sustainability Advantage, an initiative of the NSW Department of Environment and Climate Change which has resulted in Dooleys becoming an industry leader in waste reduction and recycling, water reductions and energy efficiency.

These vastly improved environmental practices are augmented by expanded youth and children's services and a growth in the provision of subsidised meals. Further to this, Dooleys' active partnership with Auburn Council can only assist the positive development of the Lidcombe business district.

Campbelltown Catholic Club

The Campbelltown Catholic Club was established in 1965 to support Catholic education, sport and culture in the Macarthur area.

The Club strongly supports local Catholic education, sport and culture, as well as local charities and community associations such as the Kids for Macarthur Foundation and Lifeline. In the last

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5 years the Club has begun to diversify by building a Rydges Hotel and a state of the art fitness and leisure centre.

With a Club membership of over 50,000 and 350 staff, the Club is a major part of the Macarthur community.

Richmond Club

Richmond Club plays a pivotal role in many aspects of community life in the Hawkesbury area. It provides services to many groups within this community and supports other groups from surrounding areas, including those who support the more marginalised members of society.

The Club is most noted for its provision of services and facilities to the aged community. Richmond Club also has a broader community charter of providing leadership to other community Clubs in the area of aged care. Richmond Club has offered its success in aged care as a model from which other Clubs might learn.

The Club employs around 250 people, 108 of whom work in the aged care part of the business. The management team consists of a small number of functional managers reporting to the CEO.

Case Study 1 – Twin Towns Services Club

Introduction

The Twin Towns Services Club continues to play a key role in facilitating and indeed bringing tourism to the Tweed Heads area. It continues to develop and expand its facilities, giving it greater capacity to attract even more tourism and business to the region. The Club continues to be a significant contributor to the community's economy, including its employment of 460 staff. Twin Towns continues to be a pillar of its local area economy.

It comprises the Twin Towns Services Club, Quality Resort Twin Towns Ocean and Harbour Towers, Club Banora and the Twin Towns Juniors.

Twin Towns has for many years has provided sports, recreation, entertainment and restaurant facilities at below commercial rates, making it central to many residents' lives. In fact, many, mainly working class, people choose to retire in Tweed Heads because the Club offers so many services and facilities at rates they can afford. Currently, Twin Towns, in response to a significant and likely permanent fall in its revenue stream, is cutting back substantially the scale of its services and increasing prices to commercial levels of those that remain. The Club's management is having difficulty in explaining these changes to many of its members, some of whom fear a significant diminution in their quality of life because of them.

Demographics

Membership of the Club has increased to 49,518 (up 1,352 since 2007). The venues last year attracted 1,779,363 patrons, of whom 711,745 were visitors or members' guests.

Tweed Heads has a population of 55,860. The population has grown at the high rate of about 4% per annum. This is largely due to people retiring into the area and families seeking a more relaxed lifestyle. The area is also more affordable than nearby South Queensland.

The Tweed/Coolangatta area has seen much development in recent years. This has led to an increase in the number of new residents and holiday-makers frequenting the area. Twin Towns has itself been one of the catalysts for this change, as it provided the first high-level hotel in the region.

Due to the location of Tweed Heads, tourism remains one of the main industries and employers in the area.

Twin Towns is situated in a relatively low socio-economic region of the state. Average family income in the area is significantly lower than the current state average.

The area is still characterised by an Anglo-Saxon ethnicity, with higher than average proportions of Australian, New Zealand and UK born residents.

New Developments since 2000

Since 2000, Twin Towns has expanded its Club and resort facilities, which has made the Club increasingly attractive to both locals and tourists. It has maintained its place as a key facilitator of tourism in the region. These developments include:

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- Opening the Club's Millennium Tower
- Opening 'Breezes Live' a venue for bands and other entertainment facilities,
- Refurbishment of many existing facilities, including the Buffet Grill and sports bar
- The Resort has moved to an online booking system
- Purchase of site administration centre and decentralised accounting and administration functions
- Opening of the Grandview function room
- Opening of Visions conference centre
- Purchase of Twin Towns Juniors
- Construction of the \$94m Harbour Tower

Tourism

Since 2000, the Club has continued to develop as an integrated tourism attraction for the region. It has increased both the number and quality of attractions it offers, though they are now being cut back.

Entertainment

The Club's 1,050 seat auditorium now holds 14 major events per month, a major expansion from the 6 held in 2000. Events are varied. In the month of July 2007, music acts range from the famous Jimmy Barnes to the locally produced Tweed Theatre Company. The majority of growth is in conferencing and daytime entertainment events.

These events are in addition to the 150 hours per week of free live entertainment and music provided at the Club. Free entertainment includes free movie screenings every Monday in the Twin Towns Showroom. This program of entertainment is particularly beneficial for the area's many younger people.

Promotion of Tweed Heads tourism

The Club continues to remain an active participant in Tourism NSW. Rob Smith, the Club's General Manager, is also a former Chairman of Tweed Tourism. Again, provision of this management expertise provides the community with a valuable asset at no cost.

Tourism Infrastructure

Twin Towns has two 18-storey resort towers: Ocean Tower and Harbour Tower. These include the facilities of indoor and outdoor pools, spa, gymnasium, private balconies, valet parking and a range of services. They have a total occupancy capacity of 800 people.

It is since 2000 that Twin Towns has developed the Harbour Tower. The Harbour Tower was a joint \$90 million development of 198 rooms. This will enable Twin Towns to host more tourists in the region.

Harbour Tower has a greater focus on providing holiday accommodation. This is in contrast to Ocean Tower, which has more owner-occupiers. It is of note that ten specially designed immobility units have been included in the Harbour Tower.

Many Club members purchased, and live in, units in Ocean Tower. They prefer to live in a unit connected (literally) with the Club as the connection with the Club helps them feel secure and provides an easily accessible recreational facility.

However, in December 2007, Twin Towns outsourced management of the Club's hotel facilities and sold the management rights over the apartment complexes. These are, therefore, no longer members' facilities. The Club felt it needed to distance itself from these facilities because increasing operating costs made it unable to meet the long-standing member expectation that they be cheap. Since December 2007, prices in the hotel have risen by 40%.

These changes were made directly because of falling revenues that occurred subsequent to legislative changes affecting poker machine taxes and smoking regulations.

Conference Facilities

Twin Towns continues to provide first-rate conference facilities. The Club's provision of convention facilities is significant for the region. The Club provided these facilities when no one else was willing or able to invest in them. The Club is well located for conferences due to its proximity to the airport (3km).

Twin Towns offers 15 meeting rooms over its 3 main properties.

The Club's conference facilities were utilised in 2007 for the Australian Tourism Export Council symposium. Without conference facilities of this scale, the region may not have been able to host the more than 600 delegates who attended.

Future plans include the development of a \$12 million new conference centre, as part of a \$33 million Club redevelopment, which will accommodate up to 1,000 delegates. There is a degree of doubt about this development, however. Being a beachfront development, it falls under the jurisdiction of the state planning bureaucracy and time delays have already caused the estimated cost to blowout from \$25 million in 2007 to \$33 million now. This, along with reduced Club income, means that debt funding will be required for this project. The Club is reluctant in the current economic climate to put itself more than only slightly into debt and it has been advised that the availability of debt financing to Clubs has largely dried up as BankWest, which used to quite aggressively target Clubs, has been taken over by the Commonwealth Bank and that strategy has changed.

Children, youth and sports promotion

Twin Towns spent \$1 million to buy the Twin Towns Juniors out of receivership in 2002, so that the young people of the region could continue to enjoy the advantages of participating in sporting activities. This Club provides a sports field for junior sports, and sponsors many junior sports teams. The sports ground is used by 1,180 youths per year playing touch football (as at March 2006), 310 playing rugby league and 104 cricketers. This is a total of 1,974 youths benefited by the facility. The Club is particularly interested in continuing its contribution in this area of community development.

The Twin Towns Juniors Club is currently the subject of a development application for a total redevelopment valued at \$8 million - \$9 million. This development, too, is being delayed and is currently subject of a Land and Environment Court action. The Club wanted the development

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finished in time for the change in smoking laws but the delay has forced it to make ad hoc arrangements to conform to the new smoking restrictions.

Kidspace

The Twin Towns Resort has a 'Kidspace' for children visiting the Club. This provides fully supervised entertainment for the children. The space includes a theatrette, electronic games, sports area, 'sleeping cave' and snack bar. Kidspace is subsidised by the Club. This service provides a safe and secure environment for the children of members and their guests.

CDSE

CDSE contributions are directed to a diverse range of groups. These include the Alzheimer's Association, Bluey Day Foundation, Gumnut Community Preschool, Kids in Need, Pre-Term Infants Parents Association, Teenage Adventure Camps, Kenyan Mentoring Program and Vietnam Veterans South Tweed.

Examples of the Club's ongoing contribution to the community – both cash and in kind – include those listed below. The figures given are for the year ended August 31, 2006. These donations are currently being significantly reduced due to the reduction in gaming revenues.

- Cyclone Larry Appeal \$50,000
- Kids in Need \$15,000
- The Family Community Projects (Neighbourhood centre) \$10,000
- Tweed Palliative Support \$2,500
- Pre-Term Infants Parents Assoc \$1,500
- Cooloon Children's Centre \$17,500
- Rainbow Bay SLSC Nippers \$10,000
- South Tweed Junior Rugby League \$15,000

Responsible gambling

Twin Towns is a member of the 'ClubSAFE' initiative.

It is also the major funder of the 'Northern Rivers Gambling Service' that provides counselling to people who identify themselves as problem gamblers as well general counselling for other problems such as drug abuse and domestic violence.

The Club has very little interaction with the police or the council on gambling.

The Club notes its experience that people are often reluctant to identify themselves as problem gamblers, because then the Club has to bar them from its premises – meaning that these people cannot attend functions such as weddings that are frequently held at the Club. They feel embarrassment at having to tell others they cannot enter the Club, but the Club feels it must bar them because once they are in the Club, it is difficult to monitor or control where they go. The bans are imposed for 12-month periods.

Also, sometimes people who appear to be gambling a lot have been approached and it has turned out that these people are well off and can easily afford what they are putting into machines.

Most people who gamble regularly come with a fixed budget of how much they will spend on the machines and stick to it. They expect they will lose money and are not 'hanging out' for a big windfall – of course, if they get one, that's great but they are not gambling for that reason. Rather, they are buying time and the activity. They like to be known to the Club staff and to talk to people whenever they can.

Internet gambling is regarded by Twin Towns management as an emerging problem. There is anecdotal evidence that some people are choosing to gamble at home – where they can smoke and drink as well as gamble as much as they like. Younger members of the Club staff have said to management that their peers are more likely to gamble online as poker machines are a bit 'boring'.

This causes a degree of frustration for the Twin Towns management as the Club is prevented by law from working with members to find ways to make traditional 'pokies' more appealing or from promoting any new gambling-related initiatives. In contrast, online gambling sites operate with a distinct legislative advantage. They are free to promote any new or existing product.

NSW Smoking Regulation

Twin Towns management is critical of the current smoking regulations. Since the tightened regulations came in, gaming revenue – which makes up 60% of the Club's revenue – for the last 12 months has dropped about 21% from the previous 12 months. Visitation numbers have dropped 11%.

This has forced the Club to drop its CDSE (Community Development Support Expenditure) back to minimum requirement levels; previously it was well above them.

The Club is also concerned that the regulations are at times ambiguous and at other times have unintended consequences. An example of this relates to al fresco gaming. Twin Towns did not provide for this at first because of uncertainty over the rules, but has added the feature after competitors introduced it with no apparent objection from authorities. However, in some sections of Twin Towns' premises, the Club has had disputes with the local health officials as to whether or not an area complies with the regulations or not.

3 examples of possibly unforeseen consequences are (1) the way members who smoke are forced outside the Club, including in storms or cold weather, (2) due to this, patrons often need to walk through a pall of smoke around the Club entrances before they can enter and (3) cleaning costs have increased because people smoking near entrances or on Club balconies tend to flick their butts on to the ground below.

Conclusion and the Future

The Club remains committed to attain its vision of being the social, cultural and sporting centre of the Tweed area and to continue assisting to propel Tweed Heads to the forefront of Australia's resort, holiday and conference market.

However, unlike in 2007, it can no longer say it is on track to achieving this broad strategic aim. Its profits have dropped by 80% since the smoking and tax changes. The Club's strategy is now to ensure its survival and it has been forced to cut back on entertainment and some facilities, and increasing prices to commercial rates overall.

Twin Towns will replace a 25 year old building at Banora with a smaller one that will offer less to members and cost them more, but it should be self-sustaining financially. It also plans to sell some land to boost its financial security and in time, the Club's size in area will halve from 7,000 square metres to about 3,500. This will, for instance, halve the number of bowling greens and reduce all sporting facilities, reduce the number of bars and lounges, and cut the number of functions the Club is able to host.

The Club is currently 'educating' its membership on what the Club will be able to offer in future and encouraging them to adjust their expectations, especially given that no other organisation in the area offers services at below-commercial prices.

In short, the future for Twin Towns is shrinkage.

Case Study 2 – Mingara Recreation Club

Introduction

Mingara Recreation Club is a Club complex that focuses its activities on sporting and general recreational programs. It has rapidly become a focal point for an expanding range of leisure, sports and community development programs serving the residents of the NSW Central Coast, and, since February 2006, the residents of the Port Macquarie-Hastings Local Government Area via the Club's amalgamation with the former West Port Macquarie Bowling Club.

Mingara uses sport and recreation as a tool for encouraging community development and a wide range of self-help programs. This 'tool' seems to be very effective when applied to young people, a growing part of Mingara's demographic and an essential component of the sporting community that the Mingara team fosters. These sports programs are aimed at a diverse range of participants, from beginners to emerging elite athletes, with benefits extending beyond social and health aspects.

Demographic Overview

Mingara has approximately 37,000 members (27,000 at its Central Coast premises and 10,000 at Port Macquarie).

The Club's catchment area contains a large number of young families, and a growing number of adolescents, retirement-aged couples or singles. This is combined with an increasing number of single parent households.

This demographic resides against a back-drop of limited local or regional employment opportunities, especially semi-skilled manual workers and young people.

This employment situation causes many thousands of residents to commute from the Central Coast to Sydney and Newcastle to find and maintain employment. Long commuting times place a special social strain on workers and families alike. Tired parents and young people with unsupervised time on their hands often lead to difficult social issues.

The Central Coast has had to deal with higher than average suicide rates. This in previous years primarily involved adolescents. Adolescent suicide rates have fallen in recent years but there has been a rise in the suicide rate amongst middle-aged men, struggling, amongst other things, with divorce and unemployment issues.

Beginning of New Growth

In late 2000 a world-class synthetic athletics track was constructed, complementing existing pool and leisure centre facilities. The Club also refurbished and expanded its dining, bar and lounge areas.

With expanded sporting facilities, Mingara began to 'ramp up' its sporting and welfare-based, community development program, managed in large part by the indefatigable efforts of John Millard, Mingara's Sports and Community Manager. Mr Millard's efforts have been fully encouraged by the Club's CEOs, formerly John Osborne and now Paul Barnett.

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The following material is essentially a descriptive list showing how the Mingara team has used its community assets as a way to bring people together and provide assistance to groups and individuals who face social disadvantage.

New Projects and Involvements

The Mingara team has provided its management expertise to assist in the development and consolidation of a number of regional sporting bodies.

Central Coast Academy of Sport.

- NSW Institute of Sport – Mingara has developed a strong relationship with NSWIS since 2003 under NSWIS' Emerging Athlete Program. From 2003 to 2006 this program has allowed twelve local NSWIS athletes to train at the pool, gym and athletics centre at no cost to them. The annual cost to Mingara is \$7,000. In 2006, a three year sponsorship agreement was signed between Mingara and NSWIS allowing twenty athletes to train at Mingara facilities at no cost to them. The cost to Mingara is \$9,000 per year. Mingara is the only Registered Club involved in an NSWIS regional program, making the Central Coast Academy of Sport a stepping stone to the NSWIS program.
- Life without Barriers – various sporting and social programs for those dealing with various physical and intellectual disabilities. In 2008 Mingara received a Life without Barriers Disability Achievement Award.
- Central Coast Mariners – the Mariners are integral members of Australia's national A-League Football (Soccer) competition. The Mingara management team have been actively involved with the Mariners even before the formation of the team, they supported the original bid for a Central Coast A-League team and have been there ever since. Mingara plays an important role in assisting in the development of the Mariners, supplying management expertise and financial support. Additionally, Mingara provides training and conditioning facilities for the Mariners, but, importantly, Mingara encourages Mariners' players to retain their community links, supporting and assisting young players on elite and non-elite levels.
- Mingara provides scholarships and financial support for a number of developing adolescent athletes. This assistance allows athletes the opportunity to strive for success, while minimising the financial burden on their families.

Mingara Gymnasium

Mingara opened a new redeveloped Gymnasium and the new Mingara One Wellness Centre in November 2008. The \$7.8 million project has attracted thousands of members and provides numerous programs including 'Active over 50' aimed at encouraging regular exercise among older people on the Central Coast.

Other School Orientated Projects

- Mingara Dymocks Literacy Foundation – In 2007 Mingara established a partnership with Dymocks to purchase books to donate to schools, pre-schools and child-care centres across the Central Coast. In 2008 Mingara delivered over 2,500 books to 8 community pre-schools and 2 special needs schools across the Central Coast.

Mingara arranges for Mariners players and Local MPs to read to local children, encouraging them to develop a love of books early in life.

- Surf Life Saving (Central Coast Branch) / Mingara High School Challenge – Mingara donated \$10,000 to Surf Life Saving to organise a surf carnival in which some fifteen Central Coast High Schools take part. Importantly, the challenge was not aimed at the elite participants but successfully aimed at the ‘casual’ surf swimmer. The program offered the challenge of competition, coupled with teaching participants how to swim in the surf in a safe manner. Hopefully many of the participants will go on to join a local Surf Life Saving Club. The project is an excellent example of how sport can be used to encourage participation in the community.
- School Athletics Carnivals – in 2003, Mingara assumed direct management of their world-class athletics centre. This expanded Mingara’s ability to meet its community’s needs, including the needs of those with aspirations but lacking in resources such as disabled athletes. Since it opened in 2000, the athletics centre has been the venue for regional primary and secondary school athletics carnivals. Usage has increased from approximately 35 carnival days annually to over 70 carnival days. Without this facility and contribution, the bulk of the schools involved would not be able to offer their students the experience of a well-run carnival. These 70 carnival days per year result in many thousands of young people and their families enjoying the benefits of a well-managed and community-based facility.
- School Swimming Carnivals – Mingara’s 50 metre indoor Olympic Swimming Pool is used by over 30 schools each year for school swimming carnivals.
- Tuggerah Lakes College Athletics Program – Mingara makes a \$3,500 annual contribution to this program, which commenced in 2006. It covers the cost of coaches and facilities and involves twenty students from three college campuses.
- School use of Club Facilities – In addition to various programs, the Club’s facilities themselves are of great benefit to schools. Over the past three years, some 250,000 school students have used Mingara’s facilities, ranging from carnivals at the aquatic and athletics facilities to speech nights, formals and various cultural events in the Club’s function facilities.

Mingara and Local Government

Mingara has a strong relationship with Local Government (especially Wyong Shire Council and more recently Port Macquarie-Hastings Council) to help provide a number of sporting and social programs in the respective regions.

In its latest ‘Social Plan’, Wyong Shire Council seems to be relying more and more on the Registered Clubs CDSE program to resource a number of social issues.

Councils are, especially over the past 5 years, now charging commercial rates for the rental and use of community meeting spaces and halls. Given this, the meeting space facilities provided by Mingara on a subsidised basis are facing increasing demand by various welfare groups, sporting Clubs and local service Clubs. The use of facilities is valued by the Club at some \$35,000 per annum.

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Community Partnerships

Mingara has further expanded its community contribution by developing partnership arrangements with a number of well-established, long standing service organisations such as:

- Salvation Army Red Shield Appeal – Mingara regularly hosts fund raising events for the Appeal.
- Central Coast Suicide Prevention Network – Mingara's Sports and Community Manager was a founding member of the Network, working with a variety of other community representatives to address the suicide issue on the Central Coast. As a result of Mingara's support Wesley Mission has now developed a similar program in Port Macquarie.
- Max Potential – A community based leadership program co-ordinated by Clubs NSW. The program connects community leaders with young people in the local area to provide mentoring, training, inspiration and support.

The Environment

Mingara is currently involved in a number of significant environmental protection projects in the Wyong Shire.

- The WyCare (Wyong Landcare Group) Project – Mingara has helped WyCare set up their education facility at North Wyong, providing equipment including computers and furniture.
- The Entrance North Dune Care Project – Mingara provided funds for equipment such as water pumps and garden equipment to assist with dune stabilisation.
- Mingara is working hard to make the Club more sustainable and environmentally friendly. They have installed a number of water tanks and filtration systems, recycling programs and implemented water saving initiatives throughout the Club.
- In 2009 Mingara intends to establish its own Landcare Group to assist WyCare and help improve the Central Coast's unique environment.

Family and Senior Support

Over and above the wide-ranging family and seniors' programs provided by Mingara, the Club is also now providing the following additional programs:

- 250 seniors per week attend the Wesley Mission's Senior for Learning programs, which include Computer Literacy training. Mingara has purchased computers for the program and has given IT expertise to set up the computers.
- A learn-to-swim school for young babies and a social opportunity for those mothers attending the program.
- Over 80 new mothers and their babies attend the Club weekly on an informal basis, which provides the mothers with a safe, healthy social outlet.

Problem Gambling

Mingara have been a member of the Betsafe Responsible Conduct of Gambling Program for 9 years.

This program assists people with problem gambling to gain self awareness and also sets out procedures for self exclusion, third party complaints, consumer protection, handling minor or under-age gambling, assisting problem gamblers, advertising and promotion.

Mingara ensure that all of their staff, management team and the board are continually updating their training to ensure they always are aware of the latest initiatives and studies to prevent problem gambling. Since July 2007, Mingara, in conjunction with Uniting Care's Unifam Counselling and Mediation division, has been funding a pilot problem-gambling awareness program aimed at year seven school students.

Mingara prides itself on being a family friendly community Club. Its staff and management work and live on the Central Coast and take their obligations and responsibilities to any member going through difficult times very seriously.

Mingara provides extensive facilities and services, and a wide range of activities and social events for members. This often helps to provide a buffer against problem gambling, and gives staff or friends the opportunity to take preventative action if a person is developing a gambling problem.

Impact of NSW Smoking Regulation

Mingara was the first Club in NSW to provide smoking free areas for patrons, and has been leading the way in providing a smoke free environment for many years.

Mingara conducted extensive research among its members prior to the introduction of Smoking Regulations to better understand what changes their members wanted.

Mingara opened outdoor areas prior to the introduction of the NSW Smoking Regulations.

The Future and Conclusion

Mingara's future will be built upon its existing foundations: playing an active role in community development through sport and recreation programs for people of all age groups across the Central Coast.

The Club's innovative partnerships with all levels of government have been outstanding successes, providing first rate sporting facilities for the local community and serving as templates for other Clubs and community organisations across the country to engage with government.

The successful opening of Mingara's new Gymnasium last year is yet another example of the Club successfully diversifying its interests, while providing additional services (that are often otherwise unavailable on the Central Coast) to local residents.

Case Study 3 – Maroubra Seals Sports and Community Club Ltd.

Introduction

The Maroubra Seals Sports and Community Club (the Maroubra Seals) commenced operations in 1964 and operate from its premises on Marine Parade in Maroubra. The Club has over 10,000 members, and was established as a supporters Club for the surf life saving movements, namely the Maroubra Surf Life Saving Club (SLSC) and the South Maroubra SLSC, as well as the Winter Swimming Association of Australia.

The Maroubra Seals, over its 45 year history, has supported both Maroubra Surf Clubs through financial assistance and providing a venue for social interaction for surf Club members and fundraising events.

Importantly, the Maroubra Seals Board and Management has also seen its role as providing a leisure, support and quasi 'welfare' facility for those on pensions, low incomes and facing social challenges. Over the past eight years, the Club has directed its attention and funds to assisting the growing number of physically and intellectually impaired living in the Club's catchment area.

The Maroubra Seals have been leading members of the Eastern Beaches Liquor Accord. The Liquor Accord comprises of local Clubs and hotels who work with local council and the police to implement strategies which ensure the safety of patrons and local residents in the area.

Demographic Overview

The Maroubra Seals' demographic character has not changed substantially over the past decade. The largely residential area is still represented by a range of discrete socio-economic groups still characterised by:

- A large number of NESB residents.
- A growing number of renters, especially in NSW Department of Housing, essentially 'welfare' accommodation (e.g. some twenty five difficult to house families were relocated to Maroubra following the 2003 Macquarie Fields riots).
- A large and growing gap between low and high income earners, e.g. Lurline Bay and Maroubra Beach.
- Single parent families, with children suffering poor literacy, numeracy and social skills.
- Growing number of elderly residents, often now without partners, living alone on fixed incomes.
- A growing number of more 'affluent, educated' individuals, a 'cosmopolitan and cultural rump' renting and buying in the area.

The Maroubra Seals catchment area represents a colorful mix of demographic types.

Growth and disadvantage

However, to add to this demographic character, the Maroubra Seals management advised that the major change identified has been the growth in the number of people experiencing some significant social disadvantage, including:

- Single parents with concomitant issues relating to education and social skills of their children.
- Single elderly residents/and couples.
- Fixed income, pension recipients.
- Growth in illicit drug use.

Sports Programs

Maroubra Seals have maintained their long standing support for the Maroubra and South Maroubra SLS Clubs.

Gym Upgrade and Indoor Swimming Pool

Maroubra Seals completed a \$450,000 gym and indoor pool redevelopment in October 2008. The Club now provides a 25-metre heated indoor swimming pool, a ladies' and men's sauna, and new state of the art gym exercise equipment including treadmills, bikes, steppers and rowers. Gym fees are competitively priced at \$6 entry per day and \$3 for over 60s to encourage exercise amongst older people.

Intra Clubs

The Club seeks to provide additional social and sporting opportunities for all members through their extensive intra Club program. Membership is open to all Club members in the following intra clubs: basketball club, indoor swimming, old time dance, snooker club, squash club, bridge club, fishing club, golf club, karate club, table tennis club, indoor bowling.

Social Programs

Maroubra Seals provide a range of social and community services to members and residents in the local community.

Subsidised food

In 2003, Maroubra Seals prepared and supplied on average 2,700 subsidised meals per week to its disadvantaged clients and members.

This has risen to around 3,300 subsidised meals per week on average in 2009 to date.

Maroubra Seals spends around \$286,000 annually subsidising meals for the local community, with subsidised meals costing \$6 Mon-Fri and \$6.50 Sat-Sun.

Maroubra Seals management noted that during January and February 2009, the number of subsidised meals has begun to steadily increase. Members will often bring along their families

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to take advantage of low cost meals during these tough economic times. Removing just this one service from the Club's program would place a big strain on state and local government welfare agencies.

A significant portion of these meals (approximately 300 per week) are provided to various disability groups (to be elaborated further below).

Schools breakfast

Between 2003 and 2007 the Maroubra Seals funded a social support program providing school breakfasts for local schools. In 2008 another organisation offered to fund the program.

- \$35,000 p.a. over 4 years for School Breakfast program at South Sydney High School.
- \$6,000 p.a. over 4 years for breakfast at La Perouse Primary School.

Kooloora Community Centre

Kooloora Community Centre has been providing exceptional services to the Malabar and Maroubra community for over 20 years. The Centre's services range from holiday care for school kids to gentle exercises for seniors. Maroubra Seals has been a strong supporter of the Centre and in 2008 provided over \$6,000 to help the Centre help the local community.

Community meeting facilities

Since 2000, Maroubra Seals has provided meeting space and administrative assistance (staff and technical resources) to the following projects:

- Randwick Council Precinct projects
- Randwick Council Welfare Department
- Eastern Beaches Liquor Accord
- Disco Evenings for Maroubra Bay Primary School
- Eastern Suburbs Principles Association

NB. All these programs are assisted by Maroubra Seals staff, both executive and general. The staff time is not officially costed, but would see a large gap develop if the resource was withdrawn. Viable community programs may 'wither on the vine' if such support was withdrawn.

Additional Youth Programs

Maroubra Seals have expanded their youth orientation activities in the last ten years.

- Much of Maroubra Seals long term support of youth related projects have been directed through the three SLSC in the Club's catchment area. In 2008 Maroubra Seals provided over \$222,000 to these Clubs. However, these remain long standing projects towards attracting young people who are 'apprehensive' about 'joining'.

- Maroubra Seals give financial support (\$5,000 in 2008) to The Shack Youth Services who provided support and entertainment for local youths.
- Maroubra Seals have funded a 'garage-gym' project to encourage younger 'beach kids' and young 'Bra Boys' to channel their energies into some organised physical activities. Additionally, the Club hosted and funded a series of lunches for 49 young men, again with the aim of trying to instill a community ethic in the boy's make-up, i.e. try and have them respect themselves, their community and their future.
- Maroubra Seals donated \$15,000, and worked with local Police to send two young men from the above group to walk the Kokoda Track. This is part of the Club's ongoing youth leadership campaign.

Problem Gambling

The Maroubra Seals have been a member of ClubSAFE since its inception and through ClubSAFE identify problem gamblers and facilitate early access to gambling support services.

The Club recognises that problem gambling is generally a result of other problems in a person's life. Often amongst older residents it is as a result of boredom and a lack of social activities. This is one of the reasons the Club has focuses on providing many activities and services through intra-clubs, the re-developed gym and indoor swimming pool, as well as more traditional Club activities like bingo events. Considering the Seals older membership base, this is an important direction to avoid problem gambling with the Club.

General Donations

The following projects are funded from the general donations fund and are all programs that have been funded since 2000. These programs provide a cross-section of the style of program funded by the Maroubra Seals:

Aunties and Uncles	\$3,500
Bayside Swimming	\$3,000
Bear Cottage	\$842.72
Benevolent Society	\$5,000
Botany Junior Rugby League Football	\$46.91
Botany Rams	\$46.91
Breast Cancer	\$2,500
Camp Goodtime	\$2,000
Camp Quality	\$600
Cancer Council	\$1,000

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Des Renford Charity Day	\$300
Fitness For Seniors	\$1,386
Gujaga Macs	\$5,000
Juvenile Diabetes	\$100
Karitane	\$511.68
Kooloora	\$12,430
Liquor Accord	\$545.45
Little Sister of Poor	\$130.91
Malabar Public School	\$46.91
Maroubra Nippers	\$549.82
Maroubra Probus	\$250
Maroubra Seniors	\$46.91
Prostate Cancer	\$1,000
Randwick District SLSC	\$2,500
Sisters of Charity	\$2,500
South Sydney Junior Rugby League	\$940
South Sydney Youth Services	\$5,000
Spinal Cord Injuries Australia	\$1,400
St Andrews Primary School	\$202
Surf Life Saving Sydney	\$190
Sydney Distance Education	\$120
Victor Chang Research Institute	\$2,500

CDSE Scheme

The Maroubra Seals play a significant role in organising and operating the Randwick CDSE. Through this CDSE program, Maroubra Seals have continued to expand the range of community and social programs it supports. These programs are centered on 'help' programs for those with significant social needs.

Some of the new programs include the following:

Eastern Suburbs – Aunties & Uncles program	\$12,905
ABA Electric Breast Pump	\$4,000
Good Start Breakfast Club (M.B.P.S.)	\$16,000
New Boundaries for People with Disabilities 24 places.	\$6,000
Strong Foundations – Children with Epilepsy	\$6,000
Koori Communications and LAPA Youth Haven	\$12,300
HIPPY La Perouse	\$10,000 to assist disadvantaged kids prepare for school life
Supported Masters Health Promotion Workshops	\$4,500
Travel Expenses for voluntary tutors, group leaders and support workers	\$5,000
Aunties and Uncles Co-operative Family Project	\$3,000
St Vincent De Paul Society	\$5,000
The Alan Duff Charitable Foundation for Books in Homes Australia	\$1,000
The Deli Women and Children's Centre	\$3,000
Randwick Meals on Wheels	\$5,000

The Global Financial Crisis

Management at the Maroubra Seals commented on the sharp increase in job applications that they have received in January and February this year. While the Club has not experienced any significant drops in revenue yet, anecdotally Club members are spending less on meals and drinks.

The Future and Conclusion

Maroubra Seals will continue to focus its social contributions to areas of growing disadvantage in its catchment area. Its traditional support to the 2 SLSC will obviously continue, but these contributions will also be augmented by supporting the many groups working with single parents, elderly pensioners, and a growing youth presence.

The Maroubra Seals Board and Executive are strongly of the view that their future social contributions will place a greater focus on youth issues, especially those young people coming from the large housing estates that are a part of the Maroubra Seals demographic.

Case Study 4 – Club Marconi

Introduction

Club Marconi was established in 1956 as a sporting Club for bocce, a southern Italian lawn bowls game, and for borella, its northern Italian counterpart. The Club still hosts and teaches these games. It started supporting soccer in the early 1960s and was a founder member of the NSL. It has participated in the NSL every year since and has produced 21 internationals including Frank Farina, Paul Okon and Mark Schwarzer.

The Club provides a wide variety of entertainments and restaurants. It offers a wide range of coffee types and serves at least as much coffee as beer. Meals and services are often provided at below commercial prices.

Marconi instils in its staff a culture of looking after its patrons, something Marconi has stressed since 1956, though its management believes that this type of culture is common in NSW Clubs more so than in other types of venue.

Demographics and members

The Club services a large area of Sydney's west. Fairfield City Council covers a population of about 182,000 people whose origin includes 180 nationalities.

Club Marconi has 25,601 members and ensures it makes all cultures feel welcome. Its members are most commonly Italian, Serbian, Croatian, Asian and Latin American. The Club endeavours to maintain a balance of ages in its membership, with one third being aged 18-30, another third aged 30-55 and the final third being over 55.

Club Marconi also retains a strong culture of family values, which means encouraging members to visit the Club together as families. It puts on many functions aimed at families. An example is Chestnut Day in April or May each year, when the Club sells about 1,000 kilos of chestnuts cooked in the traditional way.

Community support

Each year the Club gives around three times the amount required under CDSE regulations.

As well as supporting the Marconi soccer and rugby teams, it allows 31 primary and high schools to use its sporting facilities, which are:

- 6 soccer fields
- 5 tennis courts
- 5 netball courts
- 1 rugby league field
- 3 squash courts
- Bocce and borella facilities
- Snooker tables
- Fencing facilities
- Areas for Tae Kwan Do and Tai Chi
- Dancing facilities

Marconi offers tuition in each of the above sports and activities, as well as dance lessons.

Its sports areas cover 31 acres.

Marconi provides many other community services. For example, after six children were killed on local roads three years ago, Marconi started providing up to 10 free driving lessons for children after noting that many families could not afford lessons and so the parents tried to teach their children themselves, but parents are often not good teachers of driving.

Finances

Club Marconi's turnover in 2008 was \$36.6 million. This amount has held steady since 2004 but is down from its peak in 2000 when turnover was \$40 million.

Gaming revenue in 2008 was \$26.6 million, down from \$26.6 million in 2006.

But, importantly, the Club made a loss of \$2.2 million in 2008, after it made a profit of \$2.1 million in 2007 and \$2.3 million in 2006.

A major factor in the loss has been the increase in gaming taxes which took 10% of gaming revenue in 2002 but 27% of it in 2008.

Impact of reduced profitability

To stay viable despite the downturn and impact of tax increases, the Club is trying to increase its revenue from non-gaming sources. Food, liquor and shows, for example, now all cost more.

Marconi is trying not to cut its long list of community beneficiaries but most are now being given less money than before. For instance, last year, it donated \$50,000 to The Spastic Centre, this year it will give \$25,000.

Another example of saving is in entertainment, where they now hire, say, a 3 piece band rather than the 5 piece band they used to hire.

The Club has also been forced to reduce staff levels and has contracted out two restaurants on its premises.

Problem gambling

Club Marconi does a lot to promote responsible gambling and prevent social damage from gaming.

It runs a self-exclusion program. The Club notes that not many people volunteer themselves. It is meant to be confidential and respectful of privacy, but in a community-based club people always find out if someone else is excluded from the gaming area. Marconi only requires partial exclusion, because total exclusion would mean that the person is not permitted to go to weddings and the many other functions held within the Club. However, the positive side of the Club's community focus is that when someone is known to be excluded from gaming, his or her

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family and friends are usually supportive and will say something like, 'You know you are not supposed to be here. Come and I'll buy you a coffee' rather than allow the person to gamble.

Counselling and rehabilitation facilities are available. Marconi works with people in these programs and helps them get through.

Marconi always ensures that multi-lingual staff are on duty in or near the gaming area.

Management emphasises strongly, that the vast majority of its members who gamble are very responsible. Very few put money into poker machines expecting to win money. In fact, many do it simply to give the Club a donation before they leave, with the outside chance that they may have a win – if they spend \$20, that is no concern because they have had a good night out. The Club also promotes its family entertainment at the expense of gaming revenue, as people rarely gamble when they go out with their families.

The Club notes that gaming is a form of entertainment that people typically do on their own (unlike going to a restaurant or the movies). Many of these people are often lonely and get to know the others who play there, and give each other company. If not for this social resource, their lives would be worse and, more than likely, national health costs would rise as several of them have indicated that they sometimes go to the doctor when they feel lonely because they want someone to talk to.

NSW Smoking Regulations

Changes to anti-smoking regulations have caused Marconi major problems because of its mainly European membership. Europeans traditionally smoke.

When Marconi's members ring to book a function area, they still usually ask for somewhere where people can smoke. Sometimes, they decide against booking a function area for this reason.

The Club believes the new laws have certainly diminished its revenue and would prefer that regulations still allowed the provision of indoor designated areas where people can smoke, so they could meet member demands.

The Club also has concerns about the practical operation of the laws: different people interpret them in different ways. For instance, one NSWHealth officer will say that a particular design complies with the laws but another will say that it does not. On top of that, councils apply their own interpretations of the laws when assessing development applications for smoking areas.

The future

Club Marconi plans to boost its involvement in aged care facilities. It has a facility that provides stages 1 and 2 of care and is looking to add stage 3, which is a complete nursing home. It is also looking to add to its investment in independent living facilities and low income housing for retirees.

More generally, the Club is optimistic about the future, emphasising that it has a long history of innovative management and handling adversity. However, it will not be able to provide as much to its members and its support for the surrounding community will be reduced.

Marconi believes that despite being the most substantial soccer Club in Western Sydney (and perhaps all of Sydney), it could not afford to support a Western Sydney team in the A League if such an opportunity were to arise. That would involve considerable expense and the Club is currently not even making a profit.

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Case Study 5 – Lightning Ridge Bowling Club

Introduction

The Lightning Ridge Bowling Club (LRBC) is located in the centre of Lightning Ridge and is the centre of most activities that occur in the town.

The LRBC has a membership of 3,300, a majority of the town's permanent residents, and forms the 'social glue' of this unique community.

Lightning Ridge is a community involving those driven by the lure of opal-based riches and those who are committed to the uniqueness of living in a cohesive, rural community with all its concomitant values. Lightning Ridge is the basis for the opal industry worldwide, with serious, mechanised operations continuing to grow, with prospecting continuing to the west of the town. It is home to many fiercely independent miners, men and women alike.

The town of Lightning Ridge is well-serviced with motels, caravan parks, a variety of shops and service industries. Regular air services are another positive aspect of the town and definitely adds to the town's growing tourist industry.

Whilst the opal industry is not as lucrative as it was some twenty years ago, about \$80 million per annum is still churned out of the district.

Basic Demographic Background

Given the somewhat transient nature of the Lightning Ridge population, it remains difficult to accurately measure the town's population. The Club's General Manager believes it varies from between 5,000 to 10,000, depending on the season.

Many of the residents remain outside the 'system', living in the cash and barter community.

The area remains typified by high numbers of those receiving social security benefits. The community is ageing, but still has significant numbers of younger people (in the 3-21 years group).

New and Expanded Programs

The LRBC has been suffering from a drop in revenue for the last decade. In 2008, the Club operated at a loss for the first time in its history.

Since 2000, bar revenue has dropped by a third and the Club has reduced its poker machines from 100 to 91.

However, the Club recognises the vital role that it plays in the Lightning Ridge community and has refused to cut or scale back on community programs, donations and support.

Due to astute management and massive amounts of unpaid labour, the Club continues to provide wide-ranging support to almost every part of the local community.

The New Pre-School

Since 2000, the Club has helped upgrade and repair a public preschool centre for those in the 0-5 year age group. This program has a particular focus on helping young children 'get ready' for their primary school orientation. It has an approximate 60/40 split between indigenous and non-indigenous children. The Club provided two-thirds of the \$40,000 capital funds required. It donates \$10,000 per annum in a cash grant, and a further \$10,000 to subsidise the school's annual fundraising event. The Club also provides a bus free of charge to transfer the children to and from preschool to further their early learning and ensure no one misses out due to economic disadvantage.

Sport in the Lightning Ridge Community

The Club provides support to almost every sporting group and organisation in and around the Lightning Ridge community.

This support includes, but is not limited to, paying for travel costs, sports uniforms, equipment, coaching, insurance, meeting venues, and construction costs for venues and amenities.

The Club has a long-term commitment to youth services through sports and social functions. The Club's 14 and 39 seat buses, with fuel and maintenance costs provided by the Club, are available at no charge to 5 junior soccer and 6 junior rugby league teams.

Older Citizens

The Club has a long-term involvement with older citizens. It has supported the maintenance of the twelve Aged Units as well as one cottage which houses older citizens. The Club has helped with fund-raising to build a new unit block of six units which will be completed in March 2009. This funding involved \$350,000 being raised for the building and furnishing of the new unit block.

The Club continues to support the Funeral Advisory Service, a voluntary organisation chaired by the Secretary Manager. The service carries out 25-30 funerals per year at a highly subsidised cost of \$500 for Club members.

Tourism Support

Lightning Ridge is growing increasingly reliant upon a steady influx of tourists who enjoy the opal field experience. The Club makes a direct contribution to this buoyant industry through its sponsoring, holding and managing the bi-annual 'Opal Jewellery Design Awards' Festival. The Festival draws international judges, visitors and many Australian celebrities who model the new designs. The Club could not quantify the economic benefit to the town, but significant numbers must surely add definite benefit to the local economy. This project is in addition to the long running Gem Expo and Ball which are run by the Club.

The Club has further assisted the Tourism Office with support for a Coffee machine for visitors to the centre (\$5,600) and \$8,500 for signage works. This assistance is further augmented by the provision of in-kind assistance, that is, provision of meeting space, administrative and management assistance.

Each year Lightning Ridge hosts the 'Great Goat Race', which attracts thousands of tourists to the region each April. In 2008 the race organisers could not afford to pay the public liability

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insurance for the event, so the Club negotiated an insurance arrangement covering the event under the Club's public liability insurance, allowing the race to go ahead and continue to take place in the future.

General Support Projects

Women's Health Project – The Yawarra Mea Mei Group provides a discrete health discussion clinic for a growing number of women in the community. The Club provides meeting space, staff support and a referral service when necessary. This group is in association with the Neighbourhood Centre, Domestic Violence and also handles Emergency Relief for those in need.

The Bowling Club has also saved the local golf Club from closure as the golf Club could not afford to pay its Club insurance. The Bowling Club negotiated their cover under the Bowling Clubs banner, approximately (\$20,000) in annual insurance costs. This has enabled the Golf Club to survive, and it is now in the Black and trading without any debts.

The TCC project provides support for the many residents in the area who do not have English as a first language. The Club supplies fuel and vehicle maintenance for the interpreter and visitor program, at a cost of approximately \$5,500 per annum. This program has expanded significantly over the past 3 to 5 years, as more prospecting has developed at the nearby Grawin Opal Fields.

The Club cooperates fully with the NSW Health Clinic (Hospital) in Lightning Ridge, allowing shared usage of the Club's morgue facilities and other building facilities and also helps with ongoing maintenance to their refrigeration. The Club provides rooms for examinations for NSW Men's Health Week and NSW Women's Health Week, including parking facilities and power for the Breast Cancer van.

The Club provides funding to the Royal Flying Doctors Service and the Westpac Helicopter Services. In 2008 they provided over \$3,500 in combined cash donations to the two services.

The Club actively supports the United Hospital Auxiliary with funding from its CDSE contribution and in the past donated \$6,000 towards the purchase of a much needed humidicrib.

The Club essentially provides the only meeting facility in town. This in itself remains an invaluable asset for the community.

Problem Gambling

The LRBC actively participates in the ClubSAFE program, ensuring all management and staff are well trained to ensure that gambling doesn't become a problem for members and guests.

Lightning Ridge doesn't experience high levels of problem gambling in the Club or community. The LRBC doesn't have anyone listed on their self-exclusion list and generally staff members are able to assist patrons that may be susceptible to developing a gambling problem before they do.

As previously stated, the Club is the main meeting place in town. There are always activities, events and friendly faces to keep patrons entertained. This may also act as a preventive factor in people spending excess amounts of time gambling.

The Global Financial Crisis Impact

The Global Financial Crisis has already started to affect the Lightning Ridge community. In December 2008, QANTAS cut the once-regular airline service to Lightning Ridge. The nearest regular flights now fly to Moree (3 hours' drive) or Dubbo (4 hours' drive).

This has already begun to have an impact on the town as tourists, business visitors and even medical practitioners are forced to cut back their visits, or not visit at all.

The Club has not experienced a significant downturn in revenue to date; however, they brace for a drop during this year. The Club's management are very determined to maintain the current levels of funding and support for the community and avoid jobs losses.

Conclusion and the Future

The LRBC contributes immensely to the Lightning Ridge Community, supporting programs, initiatives and local organisations that often don't receive government assistance. This Club is the social and economic engine room of a diverse and independent community. The breadth of their involvement makes Lightning Ridge a better place in which to work and live.

Despite tough economic times, and steady drops in revenue, the Club has continued to expand their social programs and offers of assistance from senior citizens to children's sports programs. If the Club shut down local, state and federal Governments would have to face enormous financial and social challenges in this region.

Case Study 6 – Dubbo RSL

Introduction

Dubbo RSL can be thought of as an ‘all-rounder’, playing a significant role in a broad range of projects within the local Dubbo community. The Dubbo RSL is a traditional regional centre Club. They cater for the entire Dubbo Community, from senior citizens to Dubbo’s youth. The RSL participates in a broad range of projects and appeals to almost every demographic.

Dubbo RSL provides significant community infrastructure for the entire Dubbo community to enjoy, such as Dubbo’s Health Centre, a 350 seat theatre and a community resources centre, which has a significant impact on the welfare and development of the Dubbo community.

Demographic Overview of Dubbo

Dubbo is a thriving rural NSW town, with a population of approximately 38,000 people. Dubbo’s unemployment rate is significantly lower than the NSW average (4.7% in 2004 compared to the national average of 5.7%), and has a lower proportion of public housing at 3.6% than the NSW average of 4.6% in 2006. Both of these figures are highly unusual for a rural town. These figures reflect the strength of Dubbo’s economy and strong growth in tourism in recent years. Dubbo’s average income is lower than the NSW state average, yet incomes remain relatively higher than regional NSW. Dubbo also has a high Aboriginal and Torres Strait Islander population at 10.36% compared to the NSW average of 3.4%.

Dubbo’s population is relatively young, with 16.4% of Dubbo’s population being within the ages of 5-14, compared to the national average of 13.5%. As such, Dubbo RSL directs the majority of its CDSE funding and community services programs towards youth development programs, whether it is through subsidised sport programs or through youth centre funding.

Promoting Economic Development

Dubbo RSL works to develop the Dubbo economy by attracting visitors, providing community infrastructure and investing locally by purchasing local goods and services. Dubbo RSL employs around 175 people and estimates it spends around \$3 million on goods and services from local suppliers annually. Dubbo RSL draws many visitors from regional areas, due to the facilities and entertainment the RSL offers. The RSL therefore has a substantial impact on communities beyond its immediate catchment area. An illustrative example of Dubbo RSL providing a draw card for rural visitors is Dubbo RSL’s Health and Aquatic Centre, which is the largest Health and Aquatic Centre west of Penrith. The Health Centre attracts weekly visitors from as far as Lightning Ridge, 350 kilometres away. The broad scope of entertainment acts that Dubbo RSL provides also attracts many rural visitors.

Dubbo RSL’s conference centre facilities and 34 room motel also facilitates economic development and promotes tourism in Dubbo. During 2008, Dubbo RSL hosted over 1,100 corporate functions, conferences and meetings, many of which were regional events attracting participants from out-of-town. Such events have a significant flow-on injection into Dubbo’s local economy, increasing demand for local accommodation and goods and services.

Dubbo RSL is also a participant of ‘Grow Dubbo’, a community-based organisation whose purpose is to promote and expand Dubbo as a business destination. In the past, the RSL has

provided financial support. The RSL's involvement in this group ensures the RSL is acquainted with initiatives designed to promote Dubbo City, allowing Dubbo RSL to identify areas where it can contribute to Dubbo's economic development.

Another initiative that Dubbo RSL offers which promotes the economic development of Dubbo is a program whereby members who purchase products from local businesses in the local community receive a discount for in-Club purchases.

Providing Community Assets

Dubbo RSL is committed to providing social infrastructure to the Dubbo community in order to assist and encourage social and economic development within the Dubbo community. Dubbo RSL has a history of providing community assets to Dubbo will continue to do so into the future. The community and Dubbo RSL are interconnected – any services that the Club provides will have a flow on effect to the community, and will build up community good will and infrastructure which benefits both entities.

Dubbo RSL has provided 'social infrastructure' including:

- Dubbo RSL Aged Care Association – an independent company from 1997, Dubbo RSL Aged Care Association provides the community with 148 self care units, 62 bed hostel, 60 bed high care facility and 46 bed nursing home in Wellington, 40 kilometres from Dubbo.
- Dubbo RSL Youth Club – with 1,200 members, the Youth Club provides subsidies for sporting groups and subsidises facilities such as a Club house and sporting grounds.
- Car Park – provided at a cost of \$3 million to the RSL, the car park provides free entry for the entire Dubbo community, and is used by many people who commute into town for work.
- Jubilee Oval – sporting fields which the Club bequeathed to Dubbo City Council for community use.

New Programs

New additions to Dubbo's 'social infrastructure' by Dubbo RSL since 2000 include:

- 350-seat tiered auditorium – aim is to fill a gap within Dubbo's entertainment facilities by attracting more cultural productions, and broadening the type of audience who frequents the Club.
- Indoor heated pool – a year-round facility, as part of Dubbo RSL's Health Club, which provides a valuable resource for rehabilitation programs and attracts many rural visitors.
- Community Resource Centre – currently in the process of development, with Dubbo RSL hoping to provide a centre from which local community groups can work from, at a cost to the Club of \$2.5 million over ten years.
- Major Club Upgrade – In 2007/2008 the Dubbo RSL undertook a \$5 million upgrade including new carpet throughout the Club, a new interior design, an expanded

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upstairs dining room and cocktail bar, installing new disabled toilets and new open smoking areas.

It is important to note that with all the services that the Club provides, there is no requirement that people have to be a member of the Club to use these facilities. The RSL is committed to providing services to both Club members and the entire Dubbo community, ensuring a collective benefit for town of Dubbo as a whole.

Sports

It is the philosophy of Dubbo RSL that amateur sports bring families together. The subsidies that the Club provides take a financial burden off the sports Clubs themselves, encouraging youth participation in sports and facilitating communications within families by providing a common interest to discuss - whether it be rugby league or chess.

Dubbo RSL has 11 Inner Clubs, with 775 members in total, including sports such as Golf, Squash, Swimming, Combination Bowls, Cricket, Snooker and Soccer.

Dubbo RSL Youth Club's Sporting Clubs have 1200 members, encompassing sports such as Athletics, Hockey, Basketball, Baton Twirling, Basketball, Cricket, Gymnastics, Karate, Line Dancing, Martial Arts, Netball, Physical Culture, Smallbore and Air Rifle, Soccer, Swimming, Tennis and Tiny Tots Tennis. Dubbo RSL's sporting groups also has a dual function of the promotion and encouragement of volunteering, as each individual Club has volunteer positions of President, Secretary, First Aid Officer, Treasurer etc.

In 2008, Dubbo RSL provided over \$200,000 in sports grants for the RSL Inner Clubs.

Health

The Dubbo RSL Health Centre has an overall philosophy of encouraging general 'wellbeing' for the Dubbo community. As such, the facilities cater for the entire community – with programs such as special needs classes run for disabled children, rehabilitation classes for heart attack victims, programs targeted at obese children, programs run for diabetes sufferers and so on. The facilities of the Health Club include a 25-metre indoor heated pool, gymnasium, squash courts and sauna.

Within Dubbo, there is no direct comparison to this Health Centre, as no other in the area provides the breadth of services the Dubbo RSL's Health Centre offers. Again, the Health Club reveals Dubbo RSL's commitment to 'fill the gap' in Dubbo's community services and infrastructure, by investing in a project which is much needed, yet not economically viable for other investors.

Entertainment

For Dubbo RSL, the provision of entertainment has a twofold purpose – firstly as an economic driver, and secondly as entertainment for entertainment's sake, giving people a reason to frequent the Club.

Entertainment facilities at the Club include:

- Auditorium (750 seats)

- Starlite Room 1 (40 persons), Starlite Room 2 (60 persons), Starlite Room 3
- Jacaranda Room (100 persons)
- Conference Centre / Tiered Theatrette (350 persons)

Dubbo RSL's entertainment is not targeted towards one particular audience – with a broad membership profile, Dubbo RSL seeks to meet the interests of all its members. Dubbo's entertainment strategy is 'tiered', with the RSL diversifying its entertainment, providing acts that appeal to both young and old. Recent acts include Merrick and Rosso, the Howie Brothers, the Carlotta Revue, Grinspoon and a Red Hot Chilli Peppers Tribute band – with the diversity of the acts reflecting the diversity of the audiences Dubbo RSL seeks to attract. The quality of acts that Dubbo RSL secures also attracts regional tourists, ensuring an economic benefit for the Dubbo local community.

Dubbo RSL also supports the development of local music, ensuring Thursday, Friday and Saturday night a local band performs and showcases community talents. Local talent is developed by Dubbo RSL through its 'Music Club', which is made up of a diverse membership, and is charged with teaching members both performance skills and how to play instruments. Many of the local bands who perform at Dubbo RSL were born from 'Music Club' activities.

The entertainment provided on the Ground Floor of the Club is free to all patrons. In addition to this, Dubbo RSL provides a complimentary courtesy bus which operates on Thursday, Friday and Saturday nights from 5.30pm and 1.30am.

Community Support and Volunteering

Dubbo RSL provides the traditional bastion of Clubs – subsidised meals for members, room hire and equipment hire for community and welfare groups and so forth. Clubs who benefit from such support include Legacy, Rotary, Lions and others. This support is undertaken towards reducing the burden for the members of these Clubs and offsetting the cost of volunteering. It is Dubbo RSL's aim to provide this infrastructure and facilitate volunteering in such Clubs to ensure these Clubs continue to deliver the real outcomes and services they provide to the Dubbo community.

CDSE Scheme

Dubbo RSL's CDSE funding encompasses a broad range of objectives, from youth and disabled services, to the promotion of sport and the promotion of Dubbo as a tourist destination. However, the most explicitly targeted group in CDSE is young people. Dubbo RSL's CDSE funding is also linked in to the changing needs of the community. Projects which are funded include:

- Free breakfast for school kids – in partnership with the PCYC
- Funding for sporting groups
- Rehabilitation programs for alcohol and drug dependencies

A small number of the total CDSE funding initiatives for 2008 are listed to provide an insight into the Clubs support for the community.

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Recipient	Purpose of Funds	Amount
PCYC	Early Childhood Health/Child and Family Services	\$4,545 Cash
Western Plains Zoo	Community Education Programs	\$13,636 Cash
The Royal Flying Doctors	Outback medical service	\$2000 Cash
Multil Cultural Society	Multi Cultural support	\$5,000 Cash
Dubbo Legacy	Ex-Servicemen support in Dubbo	\$1,000 Cash
NALAG	National Association of Loss and Grief	\$2,227 In-kind

Smoking Regulation

The Dubbo RSL suffered a significant drop (around 8%) in revenue as a result of the introduction of NSW Smoking Legislation in 2007. In addition providing extensive open smoking areas, the Club increased its marketing and promotion efforts in the local community in an attempt to balance the drop in revenue. While the Club has successfully increased the patronage of its dining area and cocktail bar, they have not registered any new patrons or members visiting the Club that previously didn't.

Problem Gambling

The Dubbo RSL is a member of the ClubSAFE program and identifies problem gamblers and facilitates early access to gambling support services. The RSL currently has a small number of people on their self-exclusion list and regularly provide training to staff to ensure they are able to provide assistance to anyone that may have a problem with gambling.

While Dubbo is a regional city, it is still small enough for the staff to know and have relationships with most regular members and patrons. In some circumstances, staff will 'have a quiet word' with patrons they fear may be gambling to excess, while other staff members feel more comfortable alerting management or working within the structure of the ClubSAFE program.

ATMs

The Dubbo RSL has ATMs within the Club. They have become concerned regarding recent calls to remove ATMs from Clubs in NSW. In Dubbo, the nearest ATMs outside of the Club are a few blocks away in the main street of Dubbo. This presents very serious security issues for patrons, who at night might be forced to walk alone to take out money for a meal or drinks. Elderly patrons in particular, would find this very distressing.

The Future and Conclusion

Dubbo RSL sees itself as an integral component of the town's social infrastructure and is committed to continuing to provide social infrastructure for the community into the future.

Dubbo RSL is looking to the future by committing to eco-friendly principles. Dubbo RSL has signed up to Clubs NSW 'Cool Clubs' program. This project includes an environmental impact assessment of the Club and ten recommendations, with a commitment that the Club undertake at least five of these recommendations towards becoming a more economically sustainable Club.

In conclusion, Dubbo RSL is committed and on track to continue to support the local Dubbo community and to remain a community 'all-rounder' – servicing a broad demographic of the Dubbo community, providing social infrastructure for the local Dubbo community, continuing to support local welfare groups and promote and facilitate Dubbo's economic development.

Case Study 7 – Dooleys Catholic Club Lidcombe

Introduction

Dooleys is a Registered Club over two premises, Dooleys Catholic Club at Lidcombe and Waterview, Dooleys at Silverwater. Waterview Dooleys at Silverwater was established in 2004 as a result of an amalgamation with The Silverwater Club.

Dooleys Catholic Club at Lidcombe is heavily aligned with the Catholic Church, with 78% of the membership being Catholic. As such, the majority of the welfare Dooleys provides to the local community is directed towards Church activities and the Catholic education system.

Waterview Dooleys at Silverwater won 'Best Club Development' in Club NSW's 2005 Awards for Excellence, an award which recognises excellence in financial performance, positive community impact and environmental responsibility. Waterview also received an 'Access Award' from Auburn Council for the improvement of access for disabled people.

Dooleys' unique quality amongst NSW Clubs is its commitment to providing an environmentally sound Club. Dooleys is an industry leader in environmentally sustainable practice, attempting to create growth and interest in environmentally sustainable practices within both the NSW Clubs industry and the local Lidcombe and Auburn community.

Demographic Overview

Dooleys Catholic Club and Waterview Dooleys at Silverwater have a membership of over 37,414, 38% of which are from the Auburn LGA.

The area of Auburn and Lidcombe is one of the lowest socio-economic areas in Sydney, with Auburn being the second poorest local government area in Greater Western Sydney. According to the 2006 census, 25.9% of working age population is on low incomes in the Auburn local government area, compared to 19.7% of Sydney, with Auburn's median weekly household income being \$906, compared to the Australian average of \$1,027. Labour force participation rates are amongst the lowest in Sydney, with Auburn having a substantially higher unemployment rate than NSW, with 6.3% of people in Auburn receiving unemployment benefits compared to 3.4% across NSW.

Dooleys Catholic Club has traditionally been frequented by an older demographic. However, in recent years Dooleys has successfully broadened its membership demographic, attracting thousands of new members including young families and members of the diverse ethnic community in Lidcombe and Auburn. Dooleys' recently completed re-development has helped to create a child friendly environment, and played a significant role in attracting new members with the additional services and modern facilities provided.

The Waterview Club attracts a younger demographic than Dooleys at Lidcombe. This is being achieved through initiatives such as provision of children's facilities.

Programs and Initiatives

Sports and Social Club Programs and Membership

Dooleys Inner Clubs have approximately 500 members. Activities and sports encompassed by inner Clubs include art classes, travel, golf, camera, dance, euchre, walking, fishing, indoor

bowls, ladies shuffleboard, lawn bowls, table tennis, tai chi, chess, swimming, Latin dance, mixed shuffleboard and mixed indoor bowls.

Bingo and free entertainment is also provided, at a cost of \$290,517 per annum.

Community Development Programs

Dooleys Club works closely with Auburn Council in relation to the master planning of the Lidcombe business district to ensure Dooleys meets the changing needs of the community and fits in with the Council's plans over the next five to twenty years. Dooleys is actively involved in the regeneration of Auburn City, completing a \$20 million upgrade of its Lidcombe premises in August 2008. The expanded services for the local community include:

- Expanded food and beverage outlets catering for 400 people
- Outdoor terraces and courtyards
- New lounge area with the capacity to host family entertainment
- New underground secure parking facilities
- Dedicated kids area catering to children aged 2-12
- New sports facilities
- Wireless Internet service through the Club
- Significant investment in facilities management

Dooleys has also invested an additional \$3.5 million in the local community by redeveloping Waterview Dooleys at Silverwater.

Educating and motivating members and staff

In recent years Dooleys has begun to focus on educating and motivating both their membership and staff on issues from responsible drinking to energy saving environmental practices. Dooleys uses its members' magazine to promote a range of issues including energy and water saving tips, recycling ideas and responsible drinking and gaming behaviour. Management often deliver presentations at monthly staff meetings on a range of sustainability topics aimed at educating staff and encouraging them to implement best practice behaviour in their own homes.

New Social Programs

Services which Dooleys provide that have a social impact on the Auburn and Lidcombe community include:

- In terms of subsidised meals, the Club provides meal specials at a cost to the Club of \$155,000 per annum.
- Free use of the Club's function rooms and associated facilities to community groups

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- Provision of equipment and facilities for Dooleys' intra-clubs including table tennis, indoor bowls, tai chi, art classes, photography classes and shuffleboard.
- Employment of 165 people from the local community, supported by a talent management plan that underwrites tertiary education for trainees and senior management
- Actively involved in Max Potential, a community based leadership program co-ordinated by Clubs NSW. The program connects community leaders with young people in the local area to provide mentoring, training, inspiration and support.

Environmentally Sustainable Practices

Dooleys is actively involved in Sustainability Advantage, an initiative of the NSW Department of Environment and Climate Change. Sustainability Advantage aims to help Clubs lower their environmental impact by reducing their waste, energy and water consumption and to reinforce the leadership role Clubs play in their local communities by setting a good environmental example for the community to follow. The introduction of environmentally sustainable practices also provides a financial benefit. Prior to Sustainability Advantage, Dooleys were involved in the Cool Clubs program which recommended environmental actions resulting in savings of \$18,000 per annum for the cost of saved energy, as well as circumventing 213 tonnes of CO₂ emissions per annum.

Dooley's improved environmental practices include:

Energy Saving Approaches

- Dooleys is introducing air conditioning units which include Economy cycle and Air Change Units, which reclaim conditioned air back through the unit, thus utilising less power. Installation of these units will reduce Dooleys' greenhouse gas emissions by 278 tonnes per year.
- Dooleys have introduced separate electrical circuits in the gaming area, reducing overall energy usage. Previously, the electrical design of the gaming area meant that Dooleys had to constantly leave on its 243 poker machines. However, by changing the electrical design of the newly refurbished gaming area, allowing banks of up to 14 poker machines to be controlled by individual switches, Dooleys have been able to switch off its poker machines out of hours, reducing greenhouse gas emissions by 115 tonnes and saving more than \$7,000 in electricity consumption.
- Dooleys have introduced increased power factor correction, decreasing the Club's demand on the electricity network.
- Dooleys have introduced lighting changes – non-dimmable incandescent bulbs have been replaced with 11 watt compact fluorescents.

Water Saving Approaches

- Dooleys has installed waterless urinals in existing toilets and all other extensions, saving 95% of prior water usage.
- Have installed waterless woks, five of which have been installed in Vincent's Noodle House Restaurant situated within the Dooleys Catholic Club, saving an average of 5,000 litres of water per day per wok.

- Flow restrictors on taps have been installed on basin taps to save water.

Waste Minimisation and Effective Recycling

- Organic waste recycling – Dooleys is the first NSW Club to implement the ‘Pulpmaster’ system. This system converts organic food waste and cooking oils into a liquid pulp. This pulp is then used to create green electricity at Earthpower at Camelia. This process reduces landfill, creates fertiliser and generates sustainable electricity.
- Commingled recycling – this initiative has allowed Dooleys to increase its recycling streams to include aluminium, tin cans, LPB cups, bingo paper, coasters, PET/HDP bottles, newspapers and glass all in one co-mingled recycling bin.
- By introducing this recycling system it is estimated that 70% of the Dooleys’ total waste will be diverted from landfill. In addition to introducing a commingled recycling program, Dooleys was able to save \$22,000 per year by renegotiating its waste disposal contracts.

Sustainability Advantage Program

- Dooleys has partnered with the NSW Department of Environment and Climate Change by joining the Sustainability Advantage program.
- The Sustainability Advantage program helps the Club use its resources more efficiently, manage environmental risk and integrate environmental strategies with their business plan.
- Through the program Dooleys will also measure its carbon footprint and manage its emissions, continue to enhance its environmental relationship with suppliers and community organisations, while engaging and training staff on sustainability issues.

Responsible Gambling

- Dooleys is a proud supporter of the Betsafe Responsible Conduct of Gambling Program.
- This program assists people with problem gambling to gain self awareness and also sets out procedures for self exclusion, third party complaints, consumer protection, handling minor or under-age gambling, assisting problem gamblers, advertising and promotion.
- The program also provides assistance to Dooleys in its responsible service of alcohol policies.
- Dooley’s management believe that problem gambling is generally a symptom of other social or economic difficulties that problem gamblers are facing.
- In addition to self-help initiatives and rigorous staff training, Dooleys is currently investigating providing funding to assist an independent University research team looking studying problem gambling. The research may include identifying and studying social circumstances and key behavioural issues that might result in various addictive behaviours.
- The research would aim to identify effective mechanisms to prevent high risk individuals from developing gambling problems.

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Impact of NSW Smoking Regulation

Dooleys initially experienced a significant drop in gaming revenue after the final introduction of NSW Smoking Regulations in July 2007. Revenue dropped by 26% in the first month after the introduction.

The impact levelled out at around a 10% drop in revenue in the financial year following the introduction of the regulation.

Dooleys' major re-development was underway at the time of the introduction of the regulation, putting Dooleys in a unique position to incorporate structural changes resulting from the regulation into their re-development plan.

General Donations and CDSE

Dooleys total donations for the 2007-2008 financial year were \$497,911. In contrast to other Clubs, Dooleys delivers the majority of its welfare to the community through directed cash donations. Listed below is a selection of these donations.

General Donations	\$
Charity Race Day	\$7,864
Silent auction – Miracle Charity	\$1,100
Sustainable Cities Awards	\$941
Charity Golf Day	\$627
Christ the King Fete Committee	\$2,000
Granville South High School	\$2,000
Stroke Recovery Association	\$2,000
Newington Public School	\$1,000
2007 Sports Awards Auburn Council	\$2,000
Business Awards Donation	\$2,000
Kidz Club program	\$5,000
Newington Neighbourhood Association	\$5,000
Combined Church's Carols	\$2,000
Children's Hospital Westmead	\$10,000
ACU Scholarships	\$10,000

Berala House	\$3,000
Cash House	\$9,300
World Youth Day	\$10,000
St Joachim's	\$6,000
St John of God	\$6,000
St Joseph the Worker	\$6,000
St Peter Chanel	\$6,000
Immaculate Heart of Mary	\$6,000

CDSE Scheme

Since 2001, Dooley's has contributed over \$2.97 million to the CDSE Scheme – 30% above the regulatory requirement. A comprehensive list of Dooleys CDSE donations for the 2007-2008 financial year is as follows:

CDSE	\$
Auburn Neighbourhood Community Aid	\$6,550
Barnardos	\$21,7000
Bridge for Asylum Seekers	\$7,000
Auburn Community Health Centre	\$1,360
Sunny Corner Toy Library	\$5,000
Awell Community	\$8,000
Tongan Community Support Services	\$10,000
St Joachims Primary School	\$25,000
Heartbeat Community Centre	\$9,734
Technical Aid for the Disabled	\$3,100
The Spastic Centre	\$7,728
St Johns School	\$25,000
Lidcombe Public School	\$10,000

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Riverlink Interchange	\$5,000
Chinese Elderly Welfare Association	\$2,850
Anglicare	\$10,000
Turkish Welfare Association	\$5,000
Jack and Jill Pre School Kindergarten	\$11,894
Berala Public School P & C	\$5,982
MS Society	\$2,298
St Peter Chanel Primary School	\$25,000
Immaculate Heart of Mary Primary School	\$25,000
Betsafe	\$37,800
St Joseph the Worker Primary School	\$25,000
John Berne School	\$5,000
Children's Hospital Westmead	\$10,000
Australian Catholic University	\$10,000
Transplant Australia	\$4,000
Newington Neighbourhood Association	\$5,000
Shine for Kids	\$1,700
Sri Om	\$1,500
Total	\$333,196

The Future and Conclusion

After witnessing the benefits of introducing environmentally sustainable practices in the areas of energy, water and waste, Dooleys Catholic Club is committed to ensuring Club activities remain efficient and environmentally sustainable into the future, and will build on its current projects towards ensuring a more sustainable future for the Club and the local community.

Dooleys' commitment to sustainable practices has been enshrined through the addition of 'Sustainable Environmental Strategies' to Dooleys Catholic Clubs' corporate values, and

through the Club's position as an industry leader in environmentally sustainable management, providing leadership to other Clubs on the benefits of sustainable practice.

Further to this, Dooleys is working closely with Auburn Council in regards to Auburn Council's social strategy and the master planning of the Lidcombe Business district, ensuring Dooleys plans compliment and help achieve the future goals of Auburn council over the next twenty years.

Recently Dooleys developed a community engagement strategy which will help to guide their community donations and involvement within the local area. The strategy will allow Dooleys to work with Local Government and the community to effectively co-ordinate their community work in a bigger picture manner. The strategy will be available to Club members and the community so they can see how Dooleys works to make a difference in their local area.

Case Study 8 – Campbelltown Catholic Club

Introduction

Campbelltown Catholic Club Limited (CCCL) was established in 1965 to support Catholic education, sport and culture in the Macarthur area.

The Club's directors are all honorary.

The Club's facilities include 6 bars, 2 restaurants or eateries, 6 function rooms, gaming facilities (450 machines, TAB and Keno) and a snooker area.

In the last five years, CCCL has invested about \$60 million in diversification into new businesses. It has built a 4½ star, 116-room Rydges hotel, a state of the art fitness and leisure centre (which includes 2 swimming pools), 'The Cube', which is a large entertainment and conference centre, and more eating areas. It has also acquired and refurbished a heritage listed property in the area known as 'Quandong'.

Demographics and members

The broader Campbelltown community has a population of about 140,000. It is a largely white Anglo community, including many migrants from the UK. It has a reasonably sized Filipino community as well. It is a lower socio-economic area and contains the second largest number of first home buyers in the state, after the Central Coast. There are, though, many second or third home buyers in the area as well, including some very wealthy people who live around Camden and Narellan.

The Club's membership is 53,000 and it employs around 350 staff. The Club has a 16 kilometre catchment area, not the more common 5 kilometres.

Community support

The Club's support for the community considerably exceeds its CDSE requirements.

In accordance with its reasons for existence, the Club strongly supports Catholic education, sport and culture. Over the past five years, it has donated:

- \$3.75 million to Catholic school building funds (used for many things including sun shelters, halls and libraries)
- \$505,000 to parishes in the next door Wollongong Diocese
- \$1.67 million to charities and other community initiatives
- \$235,000 to the CCCL's 22 internal sporting Clubs.

Other beneficiaries include hospitals, the Kids of MacArthur Foundation, the Martyr Day Special School (for handicapped kids), Lifeline (donation of \$50,000 a year) and Centacare.

Finances

CCCL's gross revenue in 2007/8 was \$44.4 million. It has increased by just over 2% in each of the last two years.

Gaming revenue in 2007/8 was \$26.5 million, a 10% decrease from the year before. Gaming taxes were \$6.7 million in 2007/8. In 2006/7, they increased 24% from \$5.6 million the year before.

Net profit in 2007/8 was \$2.1 million, down substantially from \$6.0 million in 2006/7 which in turn was down from \$7.2 million in 2005/6.

The Club donated \$1.95 million to the local community in 2005/6, \$1.58 in 2006/7 and \$1.2 million in 2007/8. This is a 38% over the two year period.

Impact of reduced profitability

Unfortunately, tax increases have severely impacted on the level of profits and the Club cannot support the community to the level it has in the past. While wishing to maintain support for the groups it has traditionally been linked to, it now has to spread its resources more thinly.

However, the Club is maintaining a high priority for the five Catholic schools in its catchment area, as they are quite dependent on the Club – though it still substantially cut donations from \$1 million in 2006/07 to \$600,000 in 2007/08.

The Club's business areas operate on a 'stand alone' basis and, apart from some specials in the food court area, most of its services operate on a commercial basis. This has been a long-standing policy that the Club believes has held it in good stead.

Club management emphasises that its diversification strategy into new business areas (hotel, fitness centres, conferences and entertainments) has served it well and has managed to keep the Club profitable, albeit at a lower level, after changes to gaming taxes and smoking laws. Management says they could see these changes coming and so planned their strategy in response.

The Club is concerned by proposals to ban ATMs in gaming venues. The Club points out that a large number of elderly people are members and that it is much safer for them to use the ATM there than to use another out on the streets.

Problem gambling

CCCL says that, owing to diversification and the culture of the Campbelltown population, it is less reliant than most Clubs on gaming for its revenue.

Campbelltown is not a heavy gambling area. For instance, its TAB has the lowest level of bets in NSW. Management says that this debunks the usual stereotype depicting in the media that lower socio-economic working class areas have the worst problems with problem gambling.

CCCL's gaming area is quite small, just 1,000 square metres out of a total 30,000 square metres of facilities. It is also located at the side of the Club; as management says, it is not 'in your face' at all. Gaming is regarded by CCCL as an incidental activity, not a primary one.

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People go to CCCL mainly for food, entertainment (pay TV sports attract a lot of members) and safety on a day or night out. In summer, many older members go there to escape the heat.

At CCCL, a lot of people may gamble and lose a small amount of money, but very few lose a lot. Many people who are regulars at the gaming room have little social contact anywhere else and depend on the Club for interaction.

About problem gambling, the Club is involved with ClubSAFE and support organisations that provide services for problem gamblers, like Lifeline and the Mary Fields Recovery Centre.

It runs a self-exclusion program, though very few people partake. Those who do can still visit the Club for other reasons but they need to be escorted on to and off the premises.

The Club also encourages its staff to look out for people who may have a problem with gambling or anything else for that matter.

The Club is unimpressed with media coverage of gambling and Clubs, feeling it is downright wrong. Management asks, 'What is wrong if someone chooses to spend \$50 in an afternoon on the pokies?'

The Club also believes that laws which ban them from promoting gaming in any way to people who can leave the Club and immediately see a huge ad for Oz Lotto or some other form of gambling are hypocritical.

NSW Smoking Regulations

CCCL points out that its gaming revenue dropped by 11% after the latest smoking regulations were introduced.

The Club has taken a conservative approach to outdoor gaming, though it admits this has caused it to lose market share to some other Clubs who have installed outdoor gaming facilities despite early uncertainty over their legality. CCCL says that the Department of Health has indicated that its smoking areas comply with the law but is concerned that the regulations are not being administered in a clear or consistent manner. The Club remains concerned about the uncertainty surrounding smoking laws, fearing that expensive renovations such as outdoor gaming or sheltered outdoor areas built to comply with the law may still be rendered illegal in the future by a more 'activist' Minister.

The future

CCCL believes it is well positioned for the future, having just completed a large diversification strategy without requiring much debt. It believes that Clubs who require significant debt funding for future initiatives may struggle to obtain it.

The Club has just started a five-year plan to refurbish some of the older facilities within the Club.

It will consider amalgamations with other Clubs if they fit strategically and would add value.

It is also looking at some further business diversification. It's considering investing in childcare facilities and aged care facilities, which it would co-develop with an established Catholic aged care service provider.

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Case Study 9 – Richmond Club

Introduction

The Richmond Club was the idea of a group of mates who met while serving their country in World War 2. They saw the need for a place which would focus the community on working together to meet the needs of a young and prosperous area.

For over 60 years the Club has been serving the community of the Hawkesbury region of western Sydney.

Demographics

Richmond has a population of approximately 9,000. The Richmond/Windsor area has a population of approximately 25,800. The Hawkesbury region has over 65,000 people, 42,000 of whom are over 18.

The Club has a membership of just over 21,000 [ie 50% of the over 18 population in the Hawkesbury region] with about 8,500 of these being over the age of 60. Members are mainly from Richmond, North Richmond, Windsor, Bligh Park and Kurrajong.

The top 3 social issues of the area are skills shortage, an ageing population and sustainability. The Club balances the difficult problem of reducing its debt while at the same time maintaining its role as a significant provider of community services.

Services for the Aged

The Club plays a major role in servicing the needs of the ageing members of the community and has tailored many of its services and functions to specifically target this growing demographic.

The Club provides a crucial community service simply by providing a meeting place for seniors. For example, each day approximately 130 older members participate in bingo at the Club, an activity from which the Club does not profit.

Aged Care Facilities

The Club and its subsidiary, Hawkesbury Living, are the largest aged care provider in the Hawkesbury region. Hawkesbury Living is the aged care service encompassing Norman Court Retirement Village and Richmond Community and RSL Nursing Home. These aged care facilities include both high care and independent living units, and the Hawkesbury's first specialist dementia ward. The Club has spent \$2,200,000 on these facilities.

The Club merged with the local nursing home in 2005. Since the merger, the Club has committed in excess of \$800,000 to improve the facilities and ambience of the nursing home which now contains 85 beds.

The Club has also been instrumental in providing the services of gerontologists to the area saving many older people having to travel to Penrith or Westmead hospitals. The Hawkesbury

Living Cancer Foundation will be rolled out in 2009 and will deliver top quality care to local residents.

The need for these aged care facilities is reflected in the fact that the beds have an occupancy rate of 99.8%. Having these facilities in the Hawkesbury region means that the aged can remain within their community and near their families, which is of benefit to their physical and emotional wellbeing. The Nursing Home is currently in the first stage of a master plan for the future to further provide for aged care within the community. This will involve an extensive aged care development within and around the existing aged care facility. Five extra bed licences have been obtained for this. Hawkesbury Living is applying for a further 24 bed licences. 12 beds are to be opened at the end of February 2009.

Gym Program

The Club's gym (Active8) program is deliberately tailored to promote the participation and health of older members. The 'Living Longer, Living Stronger' program is a strength training program specifically for the over-50s. This program is endorsed by the Council on the Ageing. The gym is near capacity with its 1,089 members.

Support for Grandparents Minding Children

This program supports grandparents who have responsibility for minding their grandchildren and was developed in response to findings that a significant number of older residents in the local community were spending at least one day per week minding grandchildren. Parts of the Club were made child-friendly, and children's activities are run on certain days. Kids' meals are offered free.

'The Way Forward' Seminar Series

The Club, in conjunction with Hawkesbury Living, Balanced Financial Planning and Shaddickj, Baker and Paull Solicitors, conducts seminars to inform the Hawkesbury community of their options in terms of retirement and aged care. These seminars are provided free to Club members.

Youth

Junior Sports

The Club sponsors 82% of the junior sports in the town. The Club is in fact the largest sponsor of sport in the Hawkesbury region, sponsoring 14 local groups.

Junior sports teams use the Club's facilities for award presentations. The Club has donated sporting grounds to the local community, the main one being Bensons Lane Sporting Complex, a venue that now sees more than 2000 people each week enjoy the benefits of a first class sporting complex. The Club continues to contribute to the upkeep of the grounds.

Youth Programs

Examples of initiatives to support and develop the area's youth include:

- The Club joined with Hawkesbury police to create a project to benefit youth called 'Kokoda'. The project partners a local youth with a local police officer to complete the Kokoda Trail. More recently, this program has been developed into a mentoring tool for employees of the Club.
- The Club supports Father Chris Riley's 'Youth off the Streets', having introduced a traineeship to allow young people to gain experience working in the hospitality industry. The Club also supports an intervention called 'Turning Point', a program for children who can no longer live with their parents.

Training

The youth of the area often suffer from a lack of training opportunities. This is a need the Club is seeking to address. The Club helps link children with school-based traineeships and an Education Day is held at the Club every year. The Club was working with the NSW Education Department to establish itself as a Registered Training Organisation but has recently decided not to proceed with this time consuming and costly project.

Members with Disabilities

The Club provides a number of services which assist those with a disability in the community. For example:

- The Club hosts the Hawkesbury Disability Expo. This informs the community about the resources available to assist its members with disabilities.
- The Club runs 2 gym classes per week for members with disabilities.
- The Club is a significant employer of people with disabilities.

Contribution to the Local Economy

The local community suffers from a diminishing workforce. It is therefore significant that the Club is the largest employer in the Hawkesbury region.

The Club has sought to help address one aspect of the problem of an insufficient workforce through its program with Essence, which works to bring nurses from India into the Hawkesbury region.

Other Services and Programs

Meal Subsidies

The Club offers a range of subsidised meals. Last year the value of the subsidy for certain meals topped \$150,000 (excluding GST). Seniors are also often charged only half-price for a full serve meal.

Homeless

The Club contributes to the Community Kitchen [which provides food to the homeless in a neighbouring suburb] by paying the weekly rent for the building, as well as donating the capital equipment needed to keep the service operating. This saved the Community Kitchen from having to move away from Windsor, which would have affected regular clients. Approximately 12-15 people receive a free meal each night from this service.

Camp Quality Escarpade

The Club sponsors a car and driver in the annual Camp Quality Escarpade to assist raising money for children with cancer.

Charity Race Day

Each year the Club hosts an annual race day which raises considerable funds for local charity or community organisations and supports activities such as the Big Thing Youth Festival, Colo High School Student exchange program, and Camp Quality. The Club also donates Christmas gifts to both the Salvation Army and St Vincent DePaul.

Support in emergencies

During times of emergency in the Hawkesbury region the Club provides meals for emergency service workers and offers accommodation to families forced to evacuate their homes.

Environment

The Club has implemented a three-year action plan on energy and sustainability. This will include a sustainability audit with the aim of implementing sustainable energy initiatives. It also provides members with a document outlining key sustainability issues. The Club undertakes much of the effort required to engage its members in saving energy in their homes. These tasks include applying for grants, making bulk purchases which bring the benefit of economies of scale and overseeing sustainability projects.

Provision of Facilities

Over 70 local community and sporting groups using the Club as their meeting place for training, meetings or conferences. In most cases, the Club provides the rooms, AV equipment and other requirements at little or no cost to the group.

Gambling

RCG courses are conducted in the Club for employees. There is also a self-exclusion program for patrons in the Club. Staff are encouraged to watch out for and report any abusive, anti-social behaviour from patrons using the gaming facilities.

APPENDIX A

Smoking

Smokers have been offered 'al fresco' gaming since July 2007 when smoking was banned totally inside licensed Clubs, pubs and restaurants. Little or no change to gambling revenue has been attributed to patrons not being allowed to smoke and use the gaming machines inside the Club. Management cite the current economic climate as the main reason for declining gambling revenue.

The Global Financial Crisis

The Hawkesbury region has been hard hit by the global financial crisis, as have a lot of regional areas across Australia. The people in this region have the 2nd highest number of mortgages in western Sydney.

Revenues across the board have declined, particularly in the last 6 months. The Club has spent \$300,000 on voluntary redundancy and around \$100,000 on involuntary redundancy. Recently though, the Club has been able to advertise 3 new permanent positions.

Patrons are generally being more selective about how they spend their entertainment dollar. Club management sees this as a challenge going forward but remains confident that the Club will survive as it has done before during its 70-year history.

Conclusion and the Future

The Club plans to focus on further developing services and facilities for the aged in the Hawkesbury region. This will be achieved by continuing to provide services the Club runs itself and through the Club's involvement with Hawkesbury Living. The focus for the immediate future will be to provide new aged care facilities through an extensive development program. This will be carried out in conjunction with a major focus on further reducing the Club's level of debt.

Dr Rohan Miller MBA, MAcc, PhD

Dr Rohan Miller is a lecturer at the University of Sydney in its Faculty of Economics, and a recognised expert in gambling behaviour whose research foci include the role of habit in consumption, problem consumption and the role played by marketing and promotion in consumption behaviour.

He has over 20 years' experience in market and business research and has completed a range of business and consumer studies. He has completed major investigations combining economics, market research and business analysis for a range of government and private sector organisations.

Dr Miller also runs a consulting company, Harvest Data. His expertise includes strategic and business planning based on empirical evidence and the implementation of research and business intelligence programs.

His areas of expertise include: banking and finance, money and emotions, gaming, advertising and promotion, problem consumption, public policy and ways to improve the performance of social and commercial organisations.

Dr Miller is experienced in quantitative and qualitative research design, implementation and analysis.

Professional Affiliations

American Marketing Association
Association for Consumer Research
Australian and New Zealand Communication Association
Australian Marketing Institute
Australian Market & Social Research Society
Public Relations Institute of Australia

APPENDIX C

Case Study: The Vikings Group

Introduction

The Vikings Group commenced operations on December 12th 1979 from a small single room licensed premise, trading as the Tuggeranong Valley Rugby Union and Amateur Sports Club Incorporated with 204 members, 5 staff members and 4 affiliated sporting groups.

The licensed Club has greatly developed since then until its current position in the ACT, where the Vikings Group consists of:

- 5 licensed premises (Vikings Erindale, Vikings Chisholm, Vikings Town Centre, Vikings Lanyon and Vikings Capital Golf) totalling over 15,000 sq metres
- Several first class sporting facilities including Viking Park sports ground, tennis courts, championship lawn bowls greens, a cricket oval, 18 hole public golf course and a Health and Fitness Centre.
- 16 accommodation units in Batemans Bay, Gold Coast, Bermagui and Narooma;
- a membership base exceeding 50,000;
- employed over 300 staff;
- held the reputation as the “Home of Amateur Sport in the Tuggeranong Valley” with a total of 55 affiliated sporting and social groups;
- provided community assistance of over \$2.2 Million throughout 2007/08; and
- recorded an annual turnover of \$39 Million (07/08).

The Vikings Group, over its 30 year history, has supported the community in accordance with the Club's Constitution:

- (a) To foster and encourage the Rugby Union Football Code and Amateur Sport in the Tuggeranong Valley
- (b) To provide recreation and sporting facilities for Members of the company and the community generally
- (c) To promote social intercourse and good fellowship among players of, and persons interested in, Rugby Union Football and other Amateur Sports

Whilst still remaining heavily focussed on the Constitution, the Community Support Program has been adapted in line with the growth of the club to also accept responsibilities outside this range.

Demographic Overview

The Vikings Group has approximately 50,000 members. With four of the five licensed venues are placed in the Tuggeranong Valley. Each of the licensed club sites have individual catchment areas which are unique.

Community Support

As previously mentioned, the club's main objective is to foster and develop sport. Due to this, a large proportion of its community assistance funds are channeled into this area. The Club does however aim to fulfill a broader social responsibility by offering support across all four categories of eligible community contributions as determined in the Australian Capital Territory Gaming Machine Act 2004. Support ranges from local schools to Youth Soup Kitchen to the Cancer Council. The total of these grants were in excess of \$2 million and consisted of \$2.1 million Direct Assistance and \$101,080 In Kind Assistance for 2007/08.

Additionally, The Vikings Group does not restrict its community assistance to providing only a level of support in line with the legislated 7% requirement by the Gaming Machine Act. The Vikings Group is proud of the commitment

to our significant community responsibilities. The Vikings Group returned over \$2 million to the community – the highest percentage of Net Gaming Machine Revenue from all of the ACT's "large" club groups.

The commitment the Vikings Group shows towards the greater community was most recently emphasized when the Group donated \$20 000 to the Victorian Bushfire appeal.

Sport –The Vikings Group has remained committed to the promotion and development of Sport in the Tuggeranong Valley and ACT. Due to this commitment, their 55 affiliated sporting clubs had 5912 junior athletes and 3631 senior athletes (some represented in the 602 affiliated teams) competing in local competitions. These figures are representative of their affiliated clubs alone. In addition to this, through other major sporting grants to amateur sport, over 1400 athletes are also supported. In terms of measurement, the following outcomes were achieved through the Group's major grants

- Tuggeranong Valley Rugby Union Club – Direct Assistance \$588,000
Over 511 players participated as a result of this assistance.
- ACT Rugby Union – Direct Assistance \$100,000
The exposure of local players to this level of the game, in addition to raising the profile of rugby union. Thirty-eight players participated in the program.
- Affiliate Club Grant Scheme – Direct Assistance of \$126,100
Due to this commitment, their affiliated sporting clubs had 5912 junior athletes and 3631 senior athletes competing in local competitions.
- Primary Schools Rugby Union Program – Direct Assistance \$40,000
Over 500 Tuggeranong Children were active in this competition.
- High School/College Rugby Union Program – Direct Assistance \$35,000
Over 150 Tuggeranong High School Children were active in this program
- Affiliate Clubs – In Kind Assistance of \$78,400
This program currently assists 55 affiliated clubs. Without this assistance, many affiliated clubs would struggle to field such a large volume of athletes.

Infrastructure - The quality of facilities that the Club provides for the community are testament to the effectiveness of the Club's program. The six million dollar multi sports facility Viking Park, Vikings Capital Golf Course, Vikings Health & Fitness Centre, Bowling Greens, Tennis Courts and Tuggeranong Ovals provide quality sporting venues for their members.

- Viking Park – Direct Funding \$433,000
In 2007, the Viking Park complex was not just used by local sporting teams for the Rugby Union and Baseball season matches - it also hosted numerous sporting events including the Australian Schoolboys Vs Samoa Schoolboys Rugby Union Test Match and the Australian Schoolboys Rugby Championships. The Brumbies also hosted training sessions at Viking Park during the year and hosted Kubota a professional Japanese Rugby Team as well for a two week training camp.
- Vikings Capital Golf Club Course – Direct Funding \$433,500
The Vikings Capital Golf Club course is a public course so that any one can play there and is the cheapest course in Canberra to join and play. Another feature of this course is that it offers free monthly coaching clinics for junior golfers.
- Bowling Greens – Direct Funding \$432,000
The club maintains three international standard Championship sized Bowling Greens. This cost the club \$432,000 in wages and equipment costs in order to maintain such a high standard. These are also the only bowling greens in the Tuggeranong Valley.
- Oval Maintenance – Direct Funding \$47,000
The Club also looks after the government ovals at Chisholm and Conder and prepares the cricket wickets upon these ovals.

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Charitable and Social Welfare –The Group participated in ClubsACT monitored welfare programs, meeting their broader responsibility aims, in addition to other direct contributions.

- Lifeline Canberra Inc – Direct Assistance \$40,000
ClubsACT monitored program
- The Spastic Centre – Direct Assistance \$17,000
ClubsACT monitored program
- Camp Quality – Direct Assistance \$11,000
ClubsACT monitored program
- Red Cross – Direct Assistance \$26,000
- Royal Prince Albert Hospital Transplant Unit - Direct Assistance \$10,000
- The Salvation Army – Direct Assistance \$8,000

Sustainable Water Use Program

In 2007, The Vikings Group embarked on a Sustainable Water Use Program, with costs incurred for 2007 totaling \$219,500.00. This upgrade saw the following improvements implemented:

Vikings Capital Golf Club

- Dam overflow has been raised by 30mm this enables the capture and storage of an extra 2Ml of water.

Viking Park

- Investigate, design and seek approval for a sewerage system to enable us to recirculate 7.5Ml of water for use on the playing fields at Viking Park.
- Constructed, tested and received approval from Territory and Municipal Services for the operation of a bore on Viking Park. This will provide a non-potable water supply of 30Ml for use on Viking Park.
- returfing the number one oval of Viking Park with a low water use grass which will save 20 Megalitres of potable water per year.

Vikings Lawn Bowls Greens

- Implement new pumping arrangements to provide non-potable water for bowling greens and surrounds from an on-site dam.
- Investigate, design and seek approval for a new bore to subsidise the non-potable water supply.

Vikings Erindale, Chisholm, Town Centre, and Lanyon.

- Water usage has been reduced by 50% in conjunction with ACTEWAGL guidance and surveys. Reducing usage from 56Ml to 26Ml per year.

Employment

The Vikings Group is a major employer in the ACT private sector currently engaging 300, fulltime, part time and casual staff.

The financial year to date has seen in excess of 300 employment applications being received.

The Vikings Group provides career opportunities in a variety of disciplines ranging from traditional Hospitality roles through to accounting, HR, marketing, horticulture, and building services. The Vikings Group is also a valuable source of supplementary income for residents of the ACT and surrounding areas battling to survive on a single income.

The Vikings Group was the 2008 ACT Club of the Year, 2008 ACT Employer of the Year and recently received the 2008 Australian Service Industry Award at the Australian Training Awards presented by The

Hon Julia Gillard MP. The Group was also 1 of 3 finalists for the Australian Employer of the Year again presented by The Hon Julia Gillard MP.

Contributing to the ACT business community

The Viking Group contributes to the ACT business community in a substantial way. Below is an example of the economic contribution made by the Vikings Group.

Item	2007/08
Clubs Wages	\$7,207,500
Gaming Machine Tax	\$5,373,185
Entertainment / Marketing	\$3,223,918
Kitchen costs	\$354,161
Electricity/Power clubs	\$764,217
Repairs & Maintenance	\$1,290,705
IT services	\$131,654
Sports Grounds	\$1,365,448
Depreciation	\$4,817,162
Sport & Community Grants	\$2,149,341
Insurance & Rates	\$317,262
Security	\$670,331
TOTAL	\$27,664,884

As seen by the above example, The Vikings Group makes a significant contribution to the financial fabric of the ACT

Conclusion and future

The Vikings Group are not only highly regarded by our peers in the Club Industry we are also recognised by the greater business community to be a socially responsible organisation committed to our community, 50 000 members and 300 plus staff employed by our Group of Licensed Clubs.

March 2009

Ainslie Football and Social Club Ltd

1.0 Introduction

1.1 Ainslie Football and Social Club (Ainslie) is a club complex that focuses its activities on providing facilities and services for Members and their guests, sporting and general recreational programs along with a commitment to charities and community groups.

1.2 Ainslie has become a focal point for an expanding range of leisure, sports and community development programs, primarily in the inner north of Canberra and the Gungahlin District. The main clubhouse commenced trading in 1958, Gungahlin Lakes Community and Golf Club in 1996 and Ainslie amalgamated with Canberra City Bowling Club in 2001. Since 1958 Ainslie has grown from humble beginnings and continues to promote its activities with a strong community focus¹.

1.3 Ainslie Football and Social Club as a community and sporting based non-profit organization is dedicated to excellence in club operations and the promotion of Australian Football. Our major aim is to attract and hold our members through the provision of first class facilities and services and a strong community profile. This will be achieved by the pursuit of best industry practices and maintenance of an ethical, fair, courteous and sincere relationship with members, club personnel and all who have an interest in the club.

1.4 Ainslie makes use of sport and recreation in encouraging community development and this is very effective especially when applied to young people who are a growing part of Ainslie's demographic and an essential component of the sporting community that Ainslie fosters. These sports programs are aimed at a diverse range of participants, from beginners to emerging elite athletes, with benefits extending beyond social and health aspects. The aim of our strong focus on sport is to create a psychology amongst the general population that participation in sport is good. Through this process we are able to assist life long self help programs for individuals to maintain an active and healthy lifestyle which has significant long term benefits to the community.

¹ Ainslie Football and Social Club : growing with the community; ISBN 0 9595686 2 X – Ainslie Football & Social Club - History

2.0 Demographic Overview

2.1 Ainslie has approximately 57,000 Members - 18,500 in Gungahlin and 38,500 in Belconnen and the inner northern suburbs of Canberra (as at February 2009).

2.2 Ainslie's catchment areas contain 60,013 households: North Canberra – 17,446; Belconnen – 31,466; and Gungahlin – 11,101.²

2.3 There remains a large number of younger children and a growing number of adolescents especially in Gungahlin, and retirement-aged couples or singles in the inner north with the establishment of aged care facilities and construction of multi dwelling units. As the number of younger and aged persons grows there will be increasing demand on sporting facilities (sport ovals, indoor facilities, lawn bowls and golf). As the population ages there will also be a greater demand for places to go for groups to meet. Therefore the infrastructure required to support healthy activities will need to be significant.

3.0 Beginning of New Growth

3.1 In 1997 Ainslie constructed a world-class sports ground at a cost of \$3.5m primarily for Australian Football, however the Brazilian Soccer team used the oval as a training facility during the 2000 Sydney Olympics. Also Ainslie refurbished and expanded its Member facilities including the dining, bar and lounge areas in 2000, 2003 and 2006 and 2007. In 1996 Ainslie acquired the Gungahlin Lakes golf course, and has since invested around \$30m in a clubhouse and the golf course for the benefit of Members and the public which provides the only substantial integrated recreational and social facility in Gungahlin.

3.2 With expanded sporting facilities, Ainslie has “ramped up” its sporting and community development program with the primary focus being to assist emerging or start up sports clubs. Ainslie has assisted many sporting clubs in the Gungahlin district with seed funding for such things as basketball, softball, cricket, junior golf, school sporting programs along with adult and junior Australian Football.

² http://www.actpla.act.gov.au/__data/assets/pdf_file/0007/7675/Canberra_at_2006_Census.pdf

APPENDIX D

3.3 In 2002 the Gungahlin Lakes Golf Club Committee developed a ten year building plan. Since 2005 this plan has been progressively implemented with the project now 65% completed³. These upgrades have transformed the Lakes golf course and practice driving range into a premium venue and most talked about golf course in Canberra. This facility provides enormous benefit to health and well being of the community especially those looking to engage in the pursuit of healthy activities at very reasonable prices.

4.0 New Projects and Involvements

4.1 Ainslie has provided management expertise to assist in the development and consolidation of a number of local sporting bodies.

4.1.1 Through **Softball Canberra**, Ainslie has assisted with fund raising activities and the sponsorship of special events. Ainslie has also sponsored many individual teams and regional competitions making Softball Canberra one of the strongest competitions in Australia. Ainslie's contributions have assisted many local men and women softballers to achieve Australian team selection and Canberra softballers are significantly over represented in the Australian team.

4.1.2 Ainslie has assisted **North Canberra Gungahlin Cricket Club** in relocating to Harrison playing fields in Gungahlin and provides continued strong financial support.

4.1.3 Ainslie has provided ongoing financial support to **Lifeline Canberra** over the past decade. Also Ainslie was a major contributor to the launch of Club Care, a service to persons who may have issues with gambling.

4.1.4 **Gungahlin Jets Australian Football** clubs (Seniors and Juniors) has been provided with substantial funding over the past decade to assist with the continued development of the clubs. The Junior Jets have grown from one team to having a team compete in each age group in the space of 10 years.

4.1.5 Ainslie has provided scholarships and financial support for a number of **developing elite**

³ Page 11 & 12 <http://www.ainsliefc.com/srcfiles/AFC-AR-08web3.pdf>

athletes including Stuart Rendell⁴, Olympic representative, two-time Commonwealth Games hammer throw champion and 2001 World Athletics Championships team captain, and Sasha Wainwright⁵, Captain Matilda's and long time representative.

4.1.6 Ainslie has assisted **North Canberra Gungahlin Little Athletics** with the purchase of equipment such as the recent purchase of starting gates.

4.1.7 Ainslie has assisted the **Vietnam Veterans' Page Sub Branch** with funding for the complete refit and overhaul of a mobile food van which is used for fund raising activities.

4.2.8 Ainslie has sponsored the **ACT Swimming Championships** in recent years.

4.2.9 Ainslie has strongly supported the **Asian Tsunami and Canberra and Victorian Bush Fire Appeal** in recent years. In 2009 we contributed \$10,000 to the Kinglake Football Club via the Yarra Valley Football and Mountain and Football and Netball League to help Kinglake re-establish their football and net ball teams. It should be noted that we are ready to assist individuals and groups affected by natural disasters when they occur.

5.0 Other School Orientated Projects

5.1 Ainslie has provided on going financial support to many schools in inner North Canberra and Gungahlin, and assisted with the development of schools oriented sports programs through a full time Development Officer of the Ainslie Football Club.

5.2 Ainslie has assisted schools in our catchment by allowing students to use the Gungahlin Lakes golf course. Also Ainslie has developed a fully funded junior training program for promising junior golfers through Gungahlin Lakes Golf Club, and a gauge of the program's success is that four of past five Club Champions have been junior golfers.

5.3 Ainslie has assisted schools swimming carnivals by sponsoring events.

⁴ http://www.athletics.com.au/fanzone/athleteprofiles/stuart_rendell

⁵ http://www.womensoccer.com/refs/ofc-refs/ofc-auswin_13apr03.html

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5.5 Over the past three years, many school and their students have used Ainslie's facilities, ranging from football and golf facilities to speech nights, formals and various cultural events and fund raising events.

5.6 Ainslie has funded **Dickson College** graduation day and **Ainslie Primary School** activities for many years.

5.7 Ainslie has provided staff to judge schools based training programs related to **Business Week**.

6.0 Community Partnerships

6.1 Ainslie has further expanded its community contribution by developing partnership arrangements with a number of well-established, long standing service organisations as follows.

6.1.1 Lifeline – Ainslie was a founding member of Lifeline's Club Care program and has provided funding in excess of \$300,000.

6.1.2 Council for the Ageing - Ainslie for many years have hosted free of charge the ACT Government Chief Minister's breakfast for the Council for the Aging.

6.1.3 Aglow – Ainslie has provided a venue for Christian groups to meet and use facilities free of charge.

6.1.4 Goodwin Homes – Ainslie continues to provide annual Christmas luncheon for the elderly residents from the nearby Goodwin Homes which is hosted by the Directors and Management providing table service for food and beverage gratis.

6.1.5 ClubsACT Community Partnership - Ainslie has been a strong supporter of ClubsACT Community Partnerships proving funding support to organisations including Camp Quality, The Spastic Centre, Crime Stoppers, and The Big Issue.

6.1.6 ClubsACT Annual Golf Day – Each year Ainslie has made available its golfing facilities to ClubsACT to raise funds for charities. These charities include Koomari, Galilee, Ted Noff's Foundation, South Care Helicopter, Breast Cancer Foundation, Movember, Affirm and Cyclops ACT. Over the past eight years almost \$100,000 has been donated.

7.0 Family and Senior Support

7.1 Over and above the wide-ranging family and seniors' programs provided by Ainslie, the club is also now providing the following additional programs:

7.1.1 Each week Ainslie hosts the **Belconnen Day Club** for its meetings providing a function rooms and refreshments free of charge.

7.1.2 Ainslie provides a weekly venue and refreshments for the **Vietnam Veterans'** group, and funding over many years exceeds \$100,000.

7.1.3 Every Tuesday the Gungahlin Lakes Community and Golf Club provides a meeting room for **Breast Feeding mothers** so individuals can enjoy each others company and share ideas about motherhood.

8.0 The Future and Conclusion

8.1 Ainslie will continue to build upon its existing foundations to further realise the Constitution Objects including facilities and services for the benefit of Members and their guests, fostering Australian Football, golf and lawn bowls and other recreational pursuits and assist other community and sporting groups and charities through Ainslie's community and sporting contributions.

8.2 Ainslie's success as a community based club is centred on rapport with a diverse range of groups involving welfare, sport and recreation, and programs are aimed at a wide cross-section of the community bringing people together through well-managed and inclusive programs.

8.3 Ainslie will endeavour to expand partnerships with all levels of government and established welfare and sporting agencies. However, continued upgrading of facilities for Members and

their guests and support to existing recipients and any new beneficiaries will be decided by the revenue streams especially gaming. Ainslie needs to operate profitably to meet its Objects. Conversely, a decline in revenue streams will cause Ainslie to withdraw from certain activities which may cause groups to falter or be reliant on government resources (if available).

9.0 Impact of Macro Policies

9.1 Non Smoking in Public Places - in December 2006 the ACT Government banned smoking in enclosed spaces within clubs, and while Ainslie supports this measure it has significantly reduced gaming revenue and has put at risk those Clubs that were carrying even modest levels of debt.

9.2 Increased Gaming Taxes - the ACT Government significantly increased gaming taxes which has created a difficult burden on the business models of most Canberra clubs. Has this extra significant burden coupled with the introduction of non smoking caused Clubs to manage more aggressive business models? – a paradox given Clubs are primarily focused on assisting the community.

9.3 Club Failures - since December 2006 the following Canberra clubs have ceased as entities: Royals Rugby Club, Canberra Soccer Club, Western Districts Rugby Club, West Belconnen Leagues Club and Canberra RSL Club, and other clubs are experiencing fiscal pressures and are tottering. Ainslie's surpluses have reduced from \$3m⁶ in 2005-2006 to \$207,798 in 2007-2008.

9.4 Private gaming versus Community based gaming: The landscape has been changed forever with aggressive Government policies to allow private operators the rights to operate gaming machines, with exception of the ACT and Western Australia. Clubs are not for profit with all surpluses going back to the community in one form or another. Given that no individual from the Club industry shares in any benefit from gaming, the business models that have operated for years have always been more community conscious and less aggressive than privateers who are profit driven. Has the proliferation of private gaming which

⁶ Page 20 <http://www.ainsliefc.com/srcfiles/AFC-AR-2006.pdf>

is purely profit driven increased competition in the market at the expense of community based gaming? The landscape where private gaming operates has changed.

9.5 Under the legislative requirement of the ACT a statutory level of community contribution is required. Even since these statutory limits have existed Ainslie's contribution has always significantly exceeded the statutory limits. For the Club sector the outcome is the same with the statutory requirement being \$7,017,717 versus \$14,604,445 being provided. It should be noted that hotels and taverns in the ACT only provided about their statutory requirement (see footnote 9).

9.6 Probable Fiscal Pressure and further Club Failures: Since mid 2008 mature aged persons disposable income has been seriously affected with the likelihood of any short term recovery improbable. This impact will be felt for many years with most superannuants now having to live with the expectation that retirement incomes will be at least 50% less than what was expected only 12 months ago. The impact that surrounds "economic expectations" and how they can affect consumer behaviour is best described by Robert Shiller⁷. Basically, Shiller is saying that due to massive doom and gloom individual consumers have stopped spending given their current short term liquidity has dried up. Added to the imminency of the retirement of the baby boomers and the current economic gloom, lower retirement incomes of this segment are expected. The baby boomers are one of the largest segments in the consumer market.

⁷ <http://www.econ.yale.edu/~shiller/>

APPENDIX D

Key Facts – a snapshot

Date of Establishment: Ainslie Football Club Inc 1927 and Ainslie Football and Social Club Ltd 1958.

Main Facilities: Ainslie Oval, Ainslie Social Club both located at Wakefield Avenue Ainslie; Gungahlin Lakes Golf Club and golf course located in Nicholls ACT, and Canberra City Bowling Club located at Elder Street Braddon.

The Club facilities include restaurants, bars, function and convention rooms, meeting rooms, pool tables, billiard tables. Overall the Club facilities are spread over more than 9,000 square meters of gross floor area.

The Objects of the Company are:

- (a) primarily, to foster Australian football;
- (b) to foster golf, bowls and all other sports and recreational pursuits;
- (c) to provide venues for the recreation of members and their guests in any sport or other recreational pursuit;
- (d) to become affiliated with any peak administrative body associated with any sport or recreational pursuit;
- (e) to establish, maintain and conduct a social environment for the accommodation of the members of the Company;

Number of Members: 57,000

Number of Poker Machines operated: Ainslie 219, Gungahlin 195, Canberra City Bowling Club 9; Total 423

Other Gaming Services: TAB facilities in each of the 3 Clubhouses

Economic Contribution to the Community

Number of persons Employed: Full Time 40; Permanent Part Time 11, and Casual 210. Total 261. Total payroll 2008 of \$7.45m

Total Revenue (excluding gaming revenue): \$28.4m (includes food revenue from the Ainslie Football Club's Company)

- Gaming Revenue: \$18.4m
- Food and Beverage, Golf and Bowls Income: \$10m

Gaming Taxes: \$5.3m

Financial performance: 2008: Surplus \$207,798 versus 2007: Surplus \$1,471,324⁸

Planned Investment: Gungahlin Lakes Golf course over the next 3 years: \$1.35m; Gungahlin Clubhouse 2010: +\$3m; and Ainslie Clubhouse 2011: \$1.5m

Social Contribution to the Community

Value of Community Support: Since statutory limits for contributions were introduced the Ainslie Group of clubs has always contributed more than the statutory requirement. In 2008 the club contributed \$2,596,510 to the community versus a statutory requirement of \$722,597⁹ and in 2007 these amounts were \$1,388,505 versus \$792,932¹⁰. Therefore over the past couple of years the Ainslie Group has exceeded its statutory contribution by almost \$2.5m.

Value of Sporting Contributions: over \$1m which includes the maintenance of Ainslie Oval and Gungahlin Lakes Golf Club and Canberra City Bowling Club.

The number of Volunteers: Football over 100, Golf over 50, Bowls over 20 associated sporting groups in the 1,000's

Examples of Community Infrastructure Maintained by the Club: Ainslie Oval, Canberra City Bowling Club and Gungahlin Lakes golf Club. It should be noted that the monetary

⁸ Page 27 <http://www.ainsliefc.com/srcfiles/AFC-AR-08web3.pdf>

⁹ Page 20 & 21

<http://www.gamblingandracing.act.gov.au/Documents/Community%20Contributions%20Report%2007-08.pdf>

¹⁰ Pages 19 & 20

<http://www.gamblingandracing.act.gov.au/Documents/CCMinisterial%20Report%2006-07.pdf>

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contributions to these projects are in the multi millions and without Ainslie undertaking these projects it is unlikely, with the exception of Ainslie Oval, that this infrastructure would exist. It should be noted that Ainslie Oval lay dormant for years after not being maintained by ACT Rugby.

Education: Ainslie provided the initial seed funding to commence ClubStart an education program conducted to educate secondary school students in the responsible service of alcohol (RSA) and the responsible conduct of gaming (RCG). The aims of these programs are two fold; to provide certification of RSA and RCG to provide a career path into the hospitality industry and secondly to educate the youth of the dangers of excessive consumption of alcohol and issues associated with problem gambling. Since the commencement of the ClubStart program three years ago over 700 students have undertaken the ClubStart course.

APPENDIX E

Canberra Southern Cross Club Members Services and Facilities

	Woden	Tuggeranong	Yamba	Yacht	Jamison	Turner	Kaleen
Bistro	✓	✓			✓	✓	✓
A la carte restaurant	✓	✓		✓			
Café	✓	✓	✓	✓	✓		
Fish & chip takeaway				✓			
Motorboat <i>Southern Cross</i>				✓			
Pitch & Putt			✓				
Bowling greens			✓			✓	
Tennis courts			✓				
Bar(s)	✓	✓	✓	✓	✓	✓	✓
Cocktail bar	✓	✓			✓		
TAB facilities	✓	✓	✓		✓	✓	✓
Big screen TV	✓	✓	✓		✓	✓	✓
Live entertainment	✓	✓		✓	✓		
Function rooms	✓	✓	✓	✓	✓	✓	
Marquee			✓	✓			
BBQ facilities		✓	✓	✓	✓	✓	
Gaming lounge	✓	✓	✓	✓	✓	✓	✓
Undercover carpark	✓	✓					
Children's play area (0-5 yrs)	✓	✓			✓		
Kids' entertainment (5-16 yrs)	✓	✓			✓		
Baby change room	✓	✓			✓		
Children's birthday parties	✓	✓					
Free school holiday kids' films	✓	✓			✓		
Pool tables	✓	✓	✓		✓	✓	✓
Snooker tables	✓						
Taxi phone	✓	✓			✓		
Free internet terminals/WiFi	✓						
Free tea & coffee facilities	✓	✓			✓	✓	✓
Complimentary newspapers	✓	✓	✓	✓	✓	✓	✓
Quiet / reading rooms	✓	✓	✓	✓	✓		
Outdoor areas	✓	✓	✓	✓	✓	✓	✓
Defibrillators	✓	✓					
Social groups	✓	✓	✓	✓	✓	✓	
Lockers	✓	✓					
Sailing				✓			
Keno	✓	✓	✓		✓	✓	✓
Function facilities	✓	✓	✓	✓	✓	✓	
Member promotions	✓	✓	✓	✓	✓	✓	✓

Southern Cross Stadium Tuggeranong and Woden Basketball Stadium Facilities

	Tuggeranong	Woden
Basketball courts	✓	✓
Toilets/change rooms	✓	✓
Referee rooms	✓	
Takeaway food	✓	✓
Office space	✓	✓
Multipurpose use for courts	✓	✓
School holiday programs	✓	✓
WNBL games played	✓	



1.0 Introduction

The Hellenic Club opened for business on 24 February 1979 as a vehicle to showcase the Greek culture and cuisine to the wider ACT community and as a community hall for Australian Greeks, their families and friends.

In 1993 the Club carried out its first significant renovations and extensions program on the original building. In 2002 the Club completed \$10million renovations and extensions which provided larger conferencing facilities.

In 2006 the Hellenic Club started an ongoing renovations program which kicked started with the construction of three outdoor areas, followed by the refurbishment of the gaming lounge and creation of a café in 2007 and the refurbishment of the Triton Lounge and creation of a children's area in 2008.

Currently the Club has three restaurants (bistro, Chinese and Italian), eight bars, gaming lounge, sports bar, TAB, café, cultural centre, six function rooms, children's play area, three outdoor areas and members' car park.

2.0 Demographics

The Hellenic Club currently has 46,391 members of which 32% are within the local catchment area, with the Club enjoying a healthy visitation from between 30% to over 40% of this population. Of all members it is estimated that 85% of members visit the club approximately six times a year (based on gaming machine insertion or promotional registration).

The Club also enjoys an even gender balance in comparison to the local area and a fairly even spread over the age groups; however there are more members over 40.

3.0 Facilities and Services

The Hellenic Club's philosophy is to provide members with an exceptional venue option for entertainment, dining, gaming and socialising in a secure and welcoming environment. Our facilities including:

- Function, Entertainment and Convention Centre
- Cultural Centre
- Hellenic Bistro
- Hellenic Trattoria Restaurant

- Ginseng @ Hellenic Restaurant
- “Play World” children’s area
- Business Centre
- Sports Lounge
- Member’s Car Park
- Hearing Loop
- Free Live Entertainment
- Café
- Gaming Lounge
- Entertainment Lounge
- Outdoor Entertainment Areas
- Eight Bars
- Special Needs
- Seniors Specials

4.0 Community Contribution Program

The Hellenic Club actively seeks to partner with community groups that share its own aims and objectives, namely, to promote, foster and encourage:

- Community spirit and to generally raise the standard of living in our community for the welfare of our members and our community;
- Sporting and recreational pastimes;
- Theatre, music, singing and dancing; and
- The Greek language, culture and heritage.

The Hellenic Club’s philosophy behind its community assistance program is to forge strong ties with the community, not merely by providing funding, but by developing mutually beneficial relationships that add value to the community, to the Club’s members and employees.

This philosophy provides the basis for the Club’s community contribution program and its successful implementation is reflected in the diverse nature of community groups the program supports.

The Club has strong ties with the Greek Community of Canberra which is based on the fact that the Greek Community’s aims and objectives are closely aligned to the Club’s.

As a result community contributions are directed at a diverse range of activities through the Greek community of Canberra to promote Greek language, culture and heritage, sport, and the care of the elderly including:

- ***St Nicholas Home for the Aged***
Support is provided to fund its operations and its residents include those of Greek descent and a variety of cultural backgrounds. Last year, in addition to the annual support provided, a significant monetary contribution of \$75,000 was made towards the building of a car park.
- ***St Nicholas Greek pre-school***
This year, in addition to the annual support provided to fund the operational costs an additional contribution of \$30,000 was provided for the refurbishment of the pre-school.
- ***The Greek Glendi***

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The event is a feature of the National Multicultural Festival and showcases Greek cuisine and the diversity of Greek music and the arts, with live music and dancing performances. Funds raised are distributed to the St Nicholas Bilingual Preschool and the St Nicholas Afternoon School teaching Greek as a second language to children.

As the Club has grown and prospered over the years so to has its Community Contributions Program which now encompasses a wide variety of organisations within the community, including:

- ***Koomarri***

Koomarri was established in Canberra in 1952 by parents of children with a disability and is now the leading service provider, including community support and employment services for over 350 people with moderate to severe disabilities and their families, in the ACT and surrounding districts.

In 2005 with Koomarri's move from Fyshwick to Woden and based on the new community neighbour status, the Hellenic Club and Koomarri entered into a sponsorship agreement with the Hellenic Club agreeing to provide \$200,000 to Koomarri from 1 July 2005 for a period of five years.

The Hellenic Club of Canberra was a significant financial contributor to the construction of the new Koomarri Centre and held representative positions on the construction committee for the new development. The ongoing financial contribution from the Club and the relationship is that of good neighbours with both organisations looking out for each other and supporting each others functions.

The Hellenic Club provide volunteer assistance for Koomarri functions such as their annual Christmas Party and the have engaged the business services of the Koomarri garden keeping team for the upkeep of the Club's landscape.

- ***Barnardos Kids + Sport***

Barnardos Australia is a well established organisation that provides a vast array of support programs for children who are disadvantaged from the 'normal' circumstances of Australian everyday kids. Whilst maintaining an excellent reputation Australia wide it is Barnardos' focus that attracted the Hellenic Club, and has since been the key in maintaining the support the Club offers. The Barnardos Kids + Sport Program is a locally designed sports mentoring program that focuses on using sport as a way to build relationships between children, young people, their families and the community.

The relationship between the Hellenic Club goes from strength to strength with the Hellenic Club providing a further \$5,000 in direct funding assistance to the program in 2008/09. In addition the Hellenic Club looks to maintain a close connection with such organisations but providing additional in kind support for various functions throughout the year.

Further to this, the Club chose Barnardos as the beneficiary for the Club's annual charity golf day, and for the third year running as the beneficiary of the Club's annual Christmas Giving tree with our members and employees all contributing Christmas gifts.

During 2008 the Club provided community assistance of \$801,753 of which \$569,623 (71%) was direct assistance in the form of cash with the remaining \$232,130 (29%) representing in kind contributions.

Also The Hellenic Club is a very strong supporter of the club movement through its membership of *ClubsACT* – having had Board representation over the past 8 years. The club has played a leadership role in a range of areas associated with regulatory development in gaming and smoking and in improving the services available to problem gamblers via the Clubcare Program which is provided by Lifeline Canberra.

Also under the umbrella of ClubsACT, the Hellenic Club has been involved in all the major community partnerships – the current ones being with Lifeline Canberra (\$18,000 per year), The Spastic Centre (\$6,000 per year) and Camp Quality (\$4,000 per year).

5.0 The Future

In November 2008 the Hellenic Club finalised the purchase of the Canberra R.S.L. Citizens and Memorial Club in the city of Canberra. The RSL Club had been under financial hardship for quite a while and had been trading under voluntary administration for most of 2008. The purchase of the site will allow the Hellenic Club to refurbish the Club and reopen in 2009 which will offer a greater level of services and facilities to our members as well as former RSL members.

The Hellenic Club of Canberra wishes to maintain a level of service and facilities that provides members with a diverse range of cultural, entertainment, dining, gaming, promotional and special needs options; to continue to develop its philosophy behind its community assistance program which falls in line with its strategic directions and business plan; and to work with the other clubs regarding issues affecting the industry. In 2010 the Club will review its strategic directions and business plan to incorporate the new Hellenic Club in the City.

With the refurbishment and opening of Hellenic Club in the City in the second half of 2009, the Club's focus over the next three to five years will be development of the city club reputation and business and the further investigation of development possibilities at West Deakin Hellenic Bowling Club and the member's car park.

6.0 Conclusion

Since its establishment, the Hellenic Club has continually developed and has become one of the most successful clubs in the ACT, offering consistently one of the best Club facilities and service in the Canberra region.

The Club has also contributed enormous economic and social benefits to the ACT economy over this period and served as the bridge between the Greek and Australian culture. The Hellenic Club currently provides direct employment to over 200 staff and contractors and contributes to worthwhile local community projects, charities and sport. The Club currently has approximately 50,000 members which has been maintained since 2001 and provides its members with a diverse range of facilities and services including functions, entertainment, culture, gaming, dining and TAB.

Today, the Hellenic Club is one of the most popular venues in town, well known for its giveaways, fine dining, live entertainment and community spirit.

E IPART's methodology for recording and valuing clubs' social contribution

The terms of reference require IPART to review the existing contribution of the registered clubs industry to the provision of social infrastructure and services. The terms of reference also require IPART to develop a methodology to identify and record the value of such provision both now and in the future.

Under IPART's recommended approach, the total value of this provision is calculated as the sum of the following components:

- ▼ *Direct, cash* contributions made to charities, community and sporting related activities.
- ▼ *Direct, in-kind* contributions through provision and maintenance of community and sporting facilities and infrastructure (eg, bowling greens, gyms, tennis courts as well as meeting rooms and other venues).
- ▼ Contributions from club volunteers for activities not accounted for in direct in-kind contributions.

As discussed in Chapter 4, IPART's methodology acknowledges indirect contributions qualitatively rather than quantitatively.

E.1 Methodology for recording the provision of social infrastructure and services

E.1.1 An overview of the proposed methodology

ClubsNSW currently publishes the results of a four-yearly socio-economic impact study (SEIS) conducted by the Allen Consulting Group (ACG) on its behalf. The SEIS collects information from registered clubs through a comprehensive industry survey. The ACG uses this information for various analyses, including an assessment of industry contribution. ClubsNSW has provided IPART with data from the ACG survey to calculate its own estimate of the value of the clubs industry's contribution to the provision of social infrastructure and services.

E IPART's methodology for recording and valuing clubs' social contribution

IPART recommends that the value of the clubs industry's direct social contribution be calculated according to the following expression.

$$\begin{aligned}
 \text{Total direct social contribution} = & \quad \text{Total direct cash contributions} \\
 & \quad \textit{plus} \\
 & \quad \text{Total direct in-kind contributions} \\
 & \quad \text{through provision of club facilities} \\
 & \quad \textit{plus} \\
 & \quad \text{Total contributions from volunteers not} \\
 & \quad \text{accounted for in direct in-kind} \\
 & \quad \text{contributions}
 \end{aligned}$$

IPART recommends a market value based approach to determine the value of direct in-kind contributions. This approach focuses on the opportunity cost in revenue a club foregoes through its provision of these contributions. It calculates the difference between the commercial or market value of the product, less the price charged by the club, to determine the club's direct social contribution. Where a club provides the product at no charge, the commercial or market value represents the total direct social contribution.

The equation below illustrates how the market value approach is applied:

$$MV_X - SP_X = SC_X$$

where:

MV_X represents the market value of product X

SP_X is the club sale price for product X

SC_X represents the measure of direct in-kind social contribution for the provision of product X.

E IPART's methodology for recording and valuing clubs' social contribution

E.1.2 Measurement of representative club type contribution

IPART's valuation used data from ACG's survey of clubs to aggregate representative club contributions. As discussed above, indirect contributions are acknowledged qualitatively rather than quantitatively. Volunteer hours do not include those associated with the provisions of facilities and services valued in the total direct in-kind contributions term. IPART's valuation involved the following steps:

1. Developing representative club types (RCTs). IPART used 40 RCTs to represent the variations of four club types (bowling, golf, RSL and other), five commonly used size categories (which use gaming machine revenue (GMR) as a measure of club size) and either a country or metropolitan location. For example, RCTs were developed for country-based bowling clubs that generate between \$200,000 and \$1m GMR and metropolitan-based RSL clubs that generate between \$5m and 10m GMR. The number of RCTs was selected by balancing whether there were enough clubs sampled within a category and also whether combining categories would aggregate the contributions to a level where the number/type of facilities were not consistent with IPART's observations.
2. Calculating the value of direct cash contributions made by each RCT. IPART divided the total cash contributions made by the number of clubs surveyed in each RCT.
3. Calculating the value of the direct in-kind social contribution made by each RCT for the provisions of community infrastructure and facilities. IPART undertook the following four steps:
 - a) identifying market prices for each of the facilities provided by clubs
 - b) identifying the sale prices for each of the facilities provided by clubs
 - c) identifying the number of community facilities, such as bowling greens, meeting rooms, billiard tables, etc, provided by each RCT category
 - d) applying equation 1, and using club numbers in each RCT sample to estimate each RCT's 'typical' per club provision of community facilities.
4. Summing the value of direct cash contributions and direct in-kind contributions for each RCT to obtain an estimate of the total value of club contributions for each RCT.
5. Scaling up the result of the total social contribution for each RCT based on appropriate statistical weightings to obtain a value for the total industry social contribution.

IPART notes the following issues concerning this methodology:

- ▼ Market values for different products differ based on factors such as location, type and quality of product. Therefore, where appropriate, IPART developed a range of market values for metropolitan and country facilities.
- ▼ Market values cannot be estimated for some club-provided facilities. IPART recommends that no market values be attributed to these products and the contributions associated with them be acknowledged qualitatively.
- ▼ Club sale prices and annual sale quantities have not been collected by ACG as part of the survey. IPART therefore recommends an alternative calculation of direct in-kind social contributions.

The following sections explore how IPART has accounted for these difficulties.

E.1.3 Overcoming measurement difficulties with a representative club type contribution

Market values differ based on location, type and quality of product

IPART observed that the market prices of club-provided facilities vary based on location, type and quality of service. Ideally, there would be a survey of market prices for each of the facilities to develop an understanding of the distribution of market prices. Given that this was not practical, IPART accounted for these differences by reporting a range of market values for each of them. IPART obtained market prices for a sample in both metropolitan and country locations for each of the facilities. For some products (for example, tennis courts), very little difference was observed and thus similar market prices have been applied to metropolitan and country locations.

Based on this sample, IPART developed a high and low estimate range of market values. IPART notes that these values do not necessarily reflect the absolute low and high values for these facilities, but are likely to reflect the average low and average high prices for a typical club-provided facility.

IPART calculated and reported a total value based on the midpoint of the ranges estimated.

Market values cannot be estimated for some club facilities

For a variety of club-provided facilities, IPART was either unable or did not consider it appropriate to estimate a market value on a per facility basis. These facilities are listed in Table E.1.

E IPART's methodology for recording and valuing clubs' social contribution

Table E.1 Club provided facilities considered by IPART

Facilities for which market values have been estimated	Facilities for which no market values have been estimated
Bowling greens	Carpet bowls
Gyms	Boat/ski facilities
Sporting fields	Memorials
Golf courses	Playgrounds
Swimming pools	Library
Tennis courts	Other (sporting)
Squash courts	Other (non-sporting)
Billiard tables	
Meeting rooms/halls	
Entertainment venue/hall	
Accommodation	
Bars (aggregate level only)	
Bistro/restaurant (aggregate level only)	

IPART's reasoning for not estimating market values for these facilities are as follows:

- ▼ Memorials: these typically commemorate the contributions made by the servicemen and women of the country in RSL/services clubs. IPART believes they should be acknowledged together with indirect contributions and recorded by clubs through a qualitative approach.
- ▼ Playgrounds and libraries: these are typically provided free of charge by council/other government organisations and therefore a market value is not observable. IPART believes they should be acknowledged in the same manner as an indirect contribution and recorded by clubs through a qualitative approach.
- ▼ Carpet bowls: market prices for these facilities were not observed as they are generally only provided by clubs. Additionally, carpet bowling generally occurs within existing club facilities, such as meeting rooms, halls or entertainment venues (although some clubs do have custom-built carpet bowling facilities). IPART believes carpet bowling activities should be acknowledged in the same manner as an indirect contribution and recorded by clubs through a qualitative approach.
- ▼ Boat/ski facilities: IPART's view is that the heterogeneity of what is provided in this category makes it difficult to estimate a meaningful value range. ACG has advised that this category ranges from a pair of water skis, up to the provisions of fishing/ski boats and moorings. In the absence of better data/information on the provision of goods and services within this category, IPART believes this contribution should be acknowledged qualitatively.

The rationale for only calculating an aggregate market value for bars/bistro/restaurants (rather than market values on a per facility basis) is that, as outlined below, in the absence of a detailed club survey, observing market prices and quantities for the meals and beverages provided by clubs is problematic. However, the provision of low-cost meals and beverages has been one of the contributions most widely acknowledged by stakeholders. IPART therefore accounted for this contribution at an aggregate industry level, rather than on a per RCT basis. ACG has estimated that, on average, these products are provided at a 20 per cent discount to the market price (reflecting a range of 15-25 per cent). Using the total industry revenue for bars, bistros and restaurants and assuming an average level of discount of 20 per cent, IPART estimated the industry's total contribution in providing these facilities.

Club sale prices and annual sale quantities have not been collected by ACG as part of its survey

ACG collects data on the number of facilities provided by each of the clubs that it surveys. It does not collect club sale prices and annual sales quantities. In addition, ACG does not collect information on sources of revenue by the facility types identified in Table E.1. This means it is not possible to calculate the social contribution value for each type of facility for each RCT as in equation 1.

To deal with this, IPART calculated the market values (and not the social contribution) of facilities for each RCT. The value of direct in-kind contributions can then only be calculated on an industry-wide level by subtracting the revenue received by clubs for the provision of their facilities.

IPART used the following approach to assign market values to the community facilities identified by the ACG survey:

- ▼ Market values for services provided by bowling greens, golf courses, tennis courts, squash courts and swimming pools were estimated by using the ABS NSW sport participation and frequency rate, the market value (ie, typical price) for annual participation and the number of facilities in NSW. IPART estimated the market value of services provided by the sports facility, such as a golf course or tennis court (the market value being equivalent to the annual sum of revenue generated using market values for participation). This is expressed through the equation:

$$(1) \quad (PF_{ABS} \times MV_{AP}) / N_{SF} = V_{SF}$$

where:

PF_{ABS} is the ABS participation and frequency rate

MV_{AP} is the market value for annual participation

N_{SF} is the number of the sports facilities in NSW

E IPART's methodology for recording and valuing clubs' social contribution

V_{SF} is the annual market value per single facility.

- ▼ Market values for the provision of gymnasiums were estimated by multiplying the average gym membership (Australian figure available only) with the market value for annual participation, where IPART's estimated market value is equivalent to the annual sum of revenue generated per gymnasium. This is expressed through the equation:

$$(2) \quad (AM_{FA} \times MV_{AP}) = V_G$$

where:

AM_{FA} is the average gym membership size (as reported by Fitness Australia)

MV_{AP} is the market value for annual participation (ie, annual gym membership)

V_G is the annual market value per gymnasium.

- ▼ Market values for the provision of billiard tables were estimated based on an assumption of 20 hours of usage per table per week and an observed hourly market rate for billiard table use. IPART estimated the annual market value for a billiard table by multiplying the weekly usage for a table by the hourly market rate, accounting for the 52-weeks in a year. The estimated market value is equivalent to the annual sum of revenue generated. This is expressed through the equation:

$$(3) \quad WU_{PT} \times HR \times 52 = V_{BT}$$

where:

WU_{PT} is the estimated usage per table per week

HR is the hourly market rate

V_{BT} is the annual market value per billiard table.

- ▼ Market values for the provision of meeting rooms/entertainment halls and accommodation were estimated by multiplying the ABS room occupancy rate with the market value for the meeting/motel room rate (based on three star accommodation for motel rooms), accounting for the 365 days per year. The estimated market value is equivalent to the annual sum of revenue generated per meeting/motel room. This is expressed through the equation:

$$(4) \quad OR_{ABS} \times MV_{RR} \times 365 = V_{PR}$$

where:

OR_{ABS} is the ABS room occupancy rate

MV_{RR} is the market value room rate

V_{PR} is the annual market value per room.

The resulting low, midpoint and high market values are shown in Tables E.2 (metropolitan values) and E.3 (country values).

Table E.2 Estimated market value of club facilities – metropolitan

Facility	Market value per facility (\$'000)		
	Low	Midpoint	High
Bowling green	30	45	60
Gym	558	1,059	1,560
Sporting field	14	57	100
Golf course	1,589	2,868	4,147
Swimming Pool	258	314	369
Tennis court	10	16	22
Squash court	12	20	29
Billiard table	6	6	6
Meeting room/hall	41	84	126
Entertainment venue/hall	41	84	126
Accommodation	26	37	48

Table E.3 Estimated market values of club facilities – country

Facility	Market value per facility (\$'000)		
	Low	Midpoint	High
Bowling green	7	14	22
Gym	558	1,059	1,560
Sporting field	4	45	85
Golf course	68	142	216
Swimming Pool	74	210	347
Tennis court	10	16	22
Squash court	12	20	29
Billiard table	6	6	6
Meeting room/hall	46	57	69
Entertainment venue/hall	46	57	69
Accommodation	17	27	37

E IPART's methodology for recording and valuing clubs' social contribution

Recognition of volunteer hours

ACG also collected information on the total number of volunteer hours for each of the clubs surveyed. IPART included an allowance for these hours in the total social contribution value.

As discussed in Chapter 4, IPART's approach to valuing direct in-kind contributions implicitly incorporates a value for the volunteer time associated with the provision of certain club facilities. For example, a club may make use of volunteers in the maintenance and upkeep of its golf course. As a result of this volunteer involvement, the club can reduce its green keeping expenses and is then able to charge a lower sale price than would otherwise be required if commercial labour were used. Hence, only volunteer time that is not spent on the provision of facilities already valued through the market value-based approach should be included.

Thus the volunteer time associated with sporting and trading activities of clubs are accounted for in the direct in-kind component of the approach and should not be included here. The value of volunteer labour from directors and volunteers involved in other activities of clubs is included.

E.2 An estimate of the clubs industry's social contribution

Based on the above methodology, IPART estimated the following range for the value of the registered clubs industry's social contribution.

Table E.4 Value of social contribution (\$ million)

Industry values	Low	Mid	High
Direct cash contributions	91	91	91
Direct in-kind contributions			
Market value of facilities	764	1,244	1,724
Less revenue received by clubs for their facilities	568	568	568
Volunteer hours	44	44	44
Total value of social contribution	331	811	1,291

Note: Rows may not add due to rounding.

V_{PR} is the annual market value per room.

The resulting low, midpoint and high market values are shown in Tables E.2 (metropolitan values) and E.3 (country values).

Table E.2 Estimated market value of club facilities – metropolitan

Facility	Market value per facility (\$'000)		
	Low	Midpoint	High
Bowling green	30	45	60
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Sporting field	14	57	100
Golf course	1,589	2,868	4,147
Swimming Pool	258	314	369
Tennis court	10	16	22
Squash court	12	20	29
Billiard table	6	6	6
Meeting room/hall	41	84	126
Entertainment venue/hall	41	84	126
Accommodation	26	37	48

Table E.3 Estimated market values of club facilities – country

Facility	Market value per facility (\$'000)		
	Low	Midpoint	High
Bowling green	7	14	22
Gym	558	1,059	1,560
Sporting field	4	45	85
Golf course	68	142	216
Swimming Pool	74	210	347
Tennis court	10	16	22
Squash court	12	20	29
Billiard table	6	6	6
Meeting room/hall	46	57	69
Entertainment venue/hall	46	57	69
Accommodation	17	27	37

RESPONSIBLE GAMBLING POLICIES

Table 9-13 Selected policies for gaming machines in Australia by state/territory

	NSW	VIC	QLD	SA	WA	TAS	ACT	NT
Note acceptor limits	Note acceptors are permitted and may accept all notes up to and including a \$100 note ³⁴⁴	Machines may accept all notes up to and including \$50	Machines accept only \$20 notes and a maximum of 5 notes at a time ³⁴⁴	Gaming machines that accept notes are banned	All future machines to have a note acceptor limit of \$100 ³⁴⁵	Gaming machines with note acceptors are not allowed in hotels and clubs	\$50 or \$100 note acceptors are banned ³⁴⁶	Gaming machines with note acceptors are not allowed in hotels and clubs
Autoplay machines	No restriction	No restriction	No restriction	No restriction	N/A	No restriction	No restriction	Maximum of one machine per gaming area limited to exchanging a note no greater than \$50
Autoplay³⁴⁷	Prohibited	Prohibited ³⁴⁸	Prohibited	Prohibited	Prohibited	Prohibited	Prohibited	Prohibited
Gaming machine spin rates	No restriction	Not to be reduced below 2.14 seconds	No restriction	No restriction	N/A	No restriction	No restriction	N/A
Maximum bet limit³⁴⁹	\$10 in clubs, hotels and casinos	\$10 in clubs, hotels and casinos (some specified exemptions may apply). From 1 July 2008 new EGMs have a max bet of \$5 with all EGMs to be compliant by 2012 ³⁵⁰	\$5 in clubs and hotels	\$10 in clubs and hotels, \$50 in casino	\$1 to \$5	\$10 in clubs and hotels	Clubs/hotels - \$10	\$5 in clubs and hotels

³⁴⁴ Independent Pricing and Regulatory Tribunal of New South Wales (2004) *Gambling: Promoting a Culture of Responsibility* June 2004³⁴⁵ Agreed by the Gaming Commission of Western Australia³⁴⁶ GAMING MACHINE REGULATIONS (2004) SECTION 75³⁴⁷ Australian/New Zealand Gaming Machine National Standard Revision 7.0, December 2003. Autoplay refers to a feature whereby the player can nominate to play games without having to manually activate each game play. Unless the game is operating in unrestricted mode in a specified area.³⁴⁸ Independent Pricing and Regulatory Tribunal of New South Wales (2004) *Gambling: Promoting a Culture of Responsibility* June 2004³⁴⁹ Victorian Government Gazette, No. S 123 Friday 2 May, 2008

	NSW	VIC	QLD	SA	WA	TAS	ACT	NT
Regulation of loyalty card schemes	Yes	Yes						
Player information on the odds of winning	Must be provided ²⁴¹	Must be provided	Information on the odds of winning must be prominently displayed in all gaming areas.	Must be provided in the gaming room	Must be provided	No requirement	Must make available	Voluntary Code of Practice
Access to cash from ATM and EFTPOS facilities	ATM and EFTPOS terminals must be located away from areas where gaming machines are located	ATMs must be located outside the gaming areas. Cash withdrawals limited to \$200 per transaction. Total cash withdrawals not to exceed \$400 per day by 2010. ATMs to be prohibited in gaming venues post 2012. ²⁴²	ATMs are not to be located in close proximity to gaming areas.	Cash facilities are not to be located in gaming areas. Cash withdrawals are fixed at \$200.	N/A	ATMs are not permitted in the gaming venue. Cash provisions through EFTPOS facilities must be provided under certain circumstances and may not be provided if they are to be used for gaming.	No cash facility may be provided in a gaming area of the venue.	ATMs cannot be located in close proximity to a gaming area.

²⁴¹ A chance of winning sign must be displayed in every area where the gaming machines are located. The notice must be in letters of at least 1cm in height. This sign is also required to be placed on the front of all gaming machines with the minimum size of the letters being 4mm.

²⁴² Victorian Media Release: Tony Robinson Minister for Gambling Thursday 19 June 2008

	NSW	VIC	QLD	SA	WA	TAS	ACT	NT
Smoking	Smoking banned from enclosed spaces within pubs, clubs and casino from 1 July 2007. Private gaming rooms at casino exempt ¹⁵³ (exemptions renewed annually).	Smoking ban in enclosed licensed premises from 1 July 2007. Exemption for casino VIP rooms.	Banned in all licensed premises as of July 2006. Exemption for premium rooms in casinos. ¹⁵⁴	From October 2005 50 per cent of all gaming machine areas to be smoke free. From October 2007, all pubs, clubs, gaming and other licensed venues completely smoke free, including the VIP room at the Adelaide Casino. ¹⁵⁵	From 31 Dec 2006, smoking permitted in only one bar or room in hotels, taverns and other licensed venues.	As of January 2006 smoking has not been permitted inside any licensed venue. Only permitted in certain outdoor areas.	Smoking banned in all public places, including licensed venues and gaming areas, from December 2006. ¹⁵⁶	Hotels and clubs are required to provide smoking and non-smoking areas of 'equal amenity'. ¹⁵⁷
Cash advances	No cash advances from credit accounts	No cash advances from credit accounts	Gambling providers are not to provide credit or lend money to anyone for the purpose of gambling.	Gambling providers are not to provide credit or lend money to anyone for the purpose of gambling.	N/A	EFTPOS facilities must not be used for the provision of cash from credit accounts.	A licensee may not extend credit to a person to play a gaming machine.	A licensee may not loan or extend credit in any form.

¹⁵³ Hon R Carr MP, 'Hospitality workers protected: Premier Carr announces smoking ban for pubs and clubs', Media Release, 12/10/04

¹⁵⁴ Queensland Government, Summary of tobacco laws, <www.health.qld.gov.au/tobacco/tobacco_laws.asp>

¹⁵⁵ Quit South Australia (2007) Tobacco and the Law, <www.quitssa.org.au/cms_resources/documents/infoSheet_tobaccoLaw.pdf>

¹⁵⁶ Quit Victoria (2006) A summary of Australian and State and Territory legislation on smoking in public places (September 2006).

¹⁵⁷ Deacons (2004) Our Shout news and insights, September 2004.

	NSW	VIC	QLD	SA	WA	TAS	ACT	NT
Payment by cheque	Winnings in excess of \$2,000 are to be paid by cheque. ¹¹⁶	Winnings in excess of \$1,000 are to be paid by cheque. Some exemptions exist for the casino.	Winnings above a certain limit to be paid by cheque and electronic transfer. Legislative limit is \$250 but venues may apply for an increase.	No restriction	N/A	No restriction	Casino- Winnings above \$20,000 in any 12 hour period paid by cheque. Other - Winnings above \$1,000 paid by cheque Restriction of large cash payouts for gaming machines - \$1,200 maximum payout for winnings in cash	Payments over \$250 must be made by cheque.
Cashing of cheques	It is prohibited to cash cheques of more than \$400 in value or third-party cheques.	Prohibition upon cashing winnings cheques by the venue	Cheques issued by the gambling provider are not able to be cashed at the venue for 24 hours or the next trading day.	Code of Practice: No cashing cheques in gaming room.	N/A	Venues will allow the cashing of cheques at the discretion of the licensed premises gaming operator. However, only one cheque per patron can be cashed each day.	Gaming machine licensee prohibited from cashing cheques within a gaming area of the facility, max of \$250 per day applies unless by prior arrangement. ¹¹⁷	Code of Practice - Cheque cashing for sole purpose of gambling prohibited except in casinos for individuals with account.
Minors banned from gaming machine areas	Yes	Yes	Yes	Yes	Yes – applies to Casino	Yes	Yes	Yes

¹¹⁶ NSW Office of Liquor, Gaming and Racing (2006).

¹¹⁷ ACT Gambling and Racing Commission (2004). *Annual Report (2003-04)*.

	NSW	VIC	QLD	SA	WA	TAS	ACT	NT
Advertising restrictions	Yes	Yes	Yes	Advertising Code	N/A	Through voluntary code of practice	Yes	Yes
Lighting	No	Gaming venues must be adequately lit as per <i>Gambling Regulation Regulations 2005</i>	No restriction	No restriction	N/A	No restriction	Lighting must be adequate to allow clocks and signs to be clearly visible.	Code of Practice – Natural lighting where possible
Clocks	All venues must ensure a clock is kept in each part of the venue where gaming machines are located.	Requirement for clocks on all gaming machines	No restriction	Required in gaming room	N/A	Installation of clocks in gaming areas required under voluntary Code of Practice.	Must prominently display the correct time in the facility	Code of Practice – Clearly visible clocks
Restrictions on playing time/hours of opening	Gaming machines in hotels and clubs have been required to shutdown 6 hours per day, between 4am and 10am unless exempted.	Legislation prohibits 24 hour gaming venues in regional and rural Victoria. Metro venues can only apply for a 24 hour licence in certain conditions.	In general gaming machine operation hours are limited to ordinary liquor trading hours of 10am to midnight, Monday to Sunday.	Gaming machine venues must be closed for at least 6 hours in every 24 hour period (can be a combination of six hours).	N/A	Opening hours for EGMs are determined by the liquor licence.	Clubs are only able to operate gaming machines during the hours they are permitted to sell alcohol. That is, gaming machines are not able to be operated for three hours a day. Compulsory shutdown of all gaming venues applies (currently 5 hours per 24 hours from 4am to 9am).	Limited to liquor trading hours and only in the presence of the licensee / employee of the licensee. No gaming between 4am and 10am each day.
Gaming machines banned from retail shopping centres	Yes	Yes ¹⁰⁰	No restriction	Yes	N/A	No restriction	No restriction	No restriction

Source: South Australia Centre for Economic Studies (2003) and updates by the Australasian Gaming Council

¹⁰⁰ Previously approved machines under the *Gambling Regulation Act 2003* (the Act) are allowed by an exemption. Gaming machines also prohibited from strip shopping centres although a new exemption applies that allows gaming machines previously approved under the Act.

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